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# CONNECTICUT INDUSTRY

NOVEMBER • 1961

VOLUME 39 NUMBER 11



THIS MONTH'S front cover photo shows head table and section of audience at evening session of annual meeting, Yale Dining Hall, Yale University, September 12, 1961.

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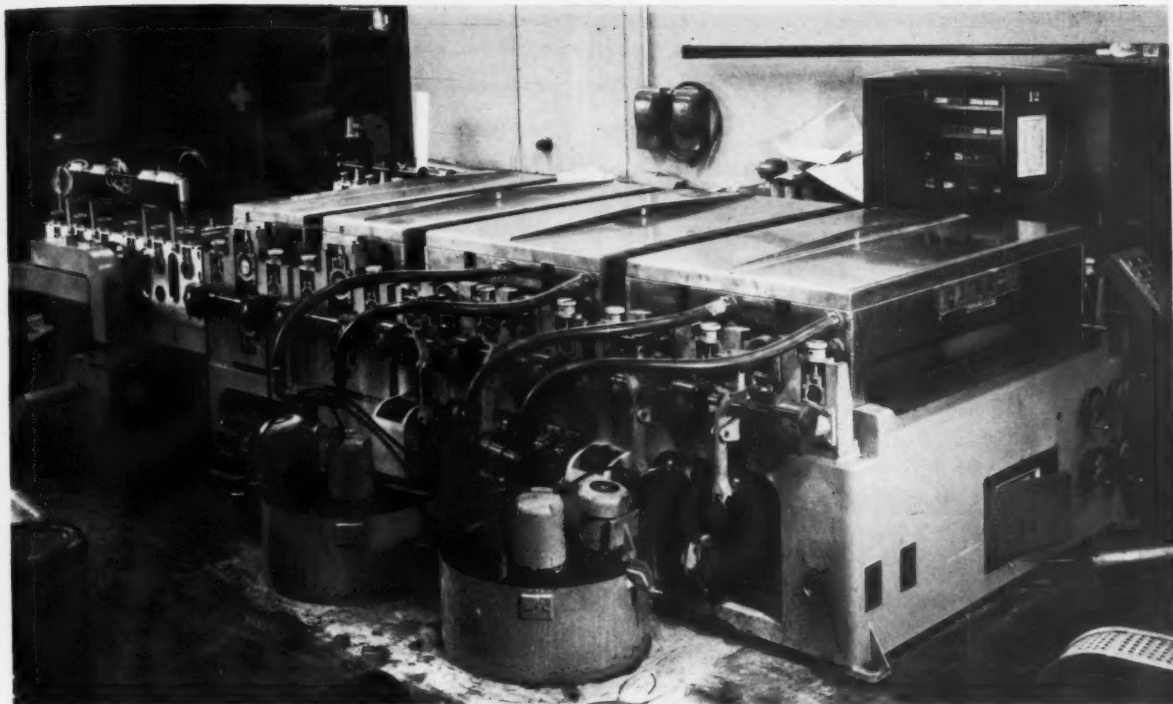
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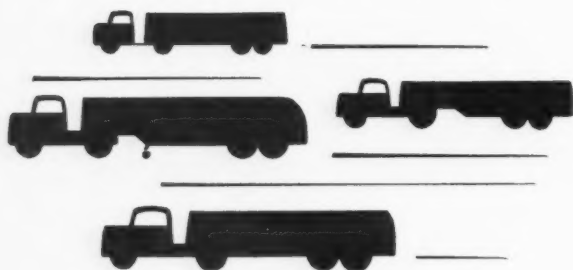
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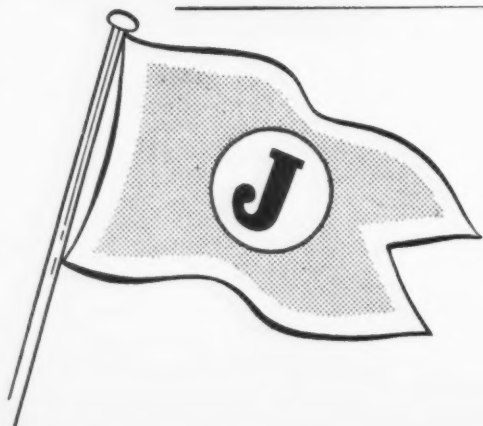
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# ***What Defeated the U. N.***

By **DAVID LAWRENCE, Editor**  
**U. S. News & World Report**

♦ THE United Nations was conceived as an international force that would maintain peace in the world. But what "force" was it to employ? Was it to organize armies to resist aggression as in Korea? Was it to use the office of its Secretary General to serve as an exponent of moral force—as a mediator? Or, if that failed, was he to become a policeman and mobilize troops from nations willing to take sides in an internal dispute?

The first crucial blow to the concept that the U. N. could use military force to preserve peace came in Korea. The free nations naturally sought to repel the aggressor. But the Soviet Union set out to help the aggressor—Red China—and furnished arms and ammunition for that purpose. An armistice prevails today, but peace has never been restored.

What the U. N. did thereafter in the Middle East or in Laos or in the Congo was a heroic but vain attempt to accomplish more than just a series of cease-fires. It aimed at a real solution of the conflicts.

Why has this noble effort failed? Why is it impracticable for a league of peaceful nations to bring their influence to bear in troubled areas so as to prevent local conflicts from developing into a general war?

The answer is to be found in the record. The Communist Government in Moscow has played power politics. It has sought through its fanatical devotion to Communist imperialism to subvert other nations from within. It has lined up some weak and gullible nations in Africa—offering them bribes in the form of financial aid for support of Soviet objectives in the U. N. The United Nations, therefore, is no longer an organization of free nations. It is "half-slave and half-free."

The Communists have managed by the use of money and secret agents to infiltrate and take captive many small nations. Communism not only rules with an iron hand a bloc of nations in Eastern Europe, Africa and Asia but controls the destinies of even such countries as Cuba in our own Hemisphere. Also, in each Latin-American country there is a Communist apparatus meddling in the political affairs of every government.

The United Nations cannot survive if it ignores the very thing that is poisoning its procedures and frustrating its efforts as a peacemaker.

An international society cannot achieve the goal of a peaceful world if it closes its eyes when member nations aid an aggressor.

The U. N. stands today in a discredited position. A majority of its members is reported to be willing to admit Red China—the very regime that the U. N. itself de-

nounced, by formal resolution in February, 1951, as an aggressor in Korea.

No international organization which forsakes honesty and morality can retain the respect of freedom-loving countries.

But, it is said in the U. N., Red China is a "fact" that must be accepted. So is evil a "fact." So is tyranny. So is the subversion inside free countries which is now being carried on by Moscow.

The organization, moreover, which allows itself to be guided by the Machiavellian philosophy that the end justifies the means is doomed to earn the contempt of mankind.

The lesson of the Congo is all too clear. Russia has subverted and bought local leaders. It has sent money and arms to maintain a rebellion. Other European interests, which have had their properties confiscated, have acted in self-defense in lining up friendly native rulers to thwart the Communists, as in Katanga.

What is the answer? Respect for the lives and properties of all citizens, including foreigners, is one answer. Property and human rights must be dealt with by law and through courts of justice. The Belgian Government should never have withdrawn from the Congo until the U. N. could set up a trusteeship as a successor government.

Another answer to the dilemma today is to mobilize the free world by exposing the treachery and skulduggery of the Soviet Government. There can be no compromise with any government which deprives its people of a free press and free speech and which uses its funds, not to help the standard of living of peoples, but to undermine the governments of weaker nations.

A society of free nations should be organized to replace the U. N. It should bar from membership any nation which carries on warfare against other governments, whether by military force or by subversion.

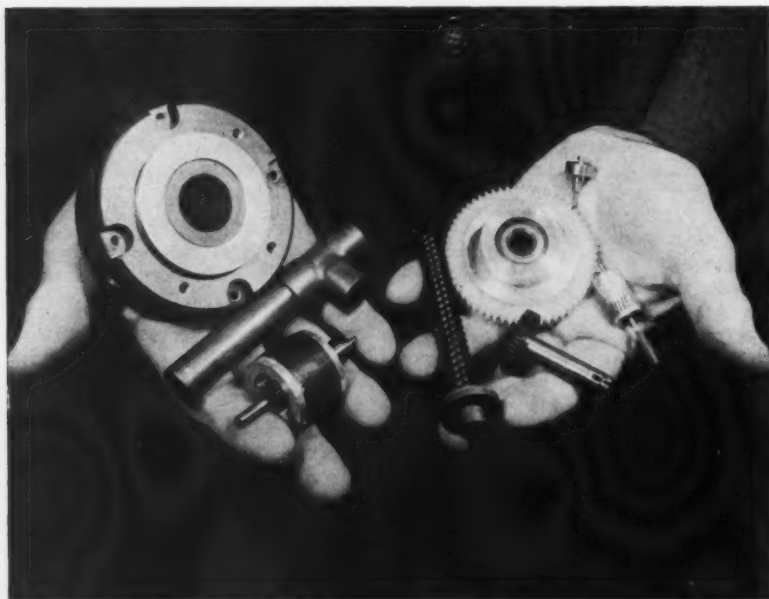
The U. N. itself could be reorganized to achieve these ends, but it must first dedicate itself to free government. Those African and Asian and European and Latin-American governments which maintain censorship and rule their people with a tyrannical hand must never be accepted as members. Let them qualify by deeds and then be admitted to a new international organization devoted to truth and to human liberty.

Moral force will triumph—if the free nations band together and adhere to fundamental principles while ostracizing any government that is hostile to freedom.

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Holding power of Loctite sealant is measured twenty minutes later with torque wrench. Demonstration was made with strong grade.



In addition to the simple task of locking metal parts against vibration loosening, many manufacturers have discovered that Loctite eliminates press-fitting, welding, soldering, or staking. Parts shown are variety of shafts bonded to rotors; gears bonded to shafts; pipes joined without solder; and plastic and metal parts bonded without press-fitting.



The inventor of the Loctite method of locking metal parts, Dr. Vernon Krieble, continues his experiments in two laboratories; one at his American Sealants Company, the other at Trinity College where he once headed the chemistry department.

## Retirement to B

■ IN the midst of Trinity College's huge chemistry laboratory is a small room reserved for the continuing experiments of the retired former chemistry department head, Dr. Vernon Krieble, 76. In nearby Newington, a new plant houses the fast-growing firm built with the results of the professor's revolutionary experiments—American Sealants Company. Travel between the lab, the plant, and dozens of major United States corporations which are discovering his product has given the professor one of the busiest retirements on record.

"It keeps me hopping and happy," says he.

The sense of discovery and delight exhibited by users of Dr. Krieble's compound is the best guide to its uniqueness and importance. The professor has found a long-sought chemical that hardens automatically when placed between close-fitting metal parts, creating both a seal and a lock.



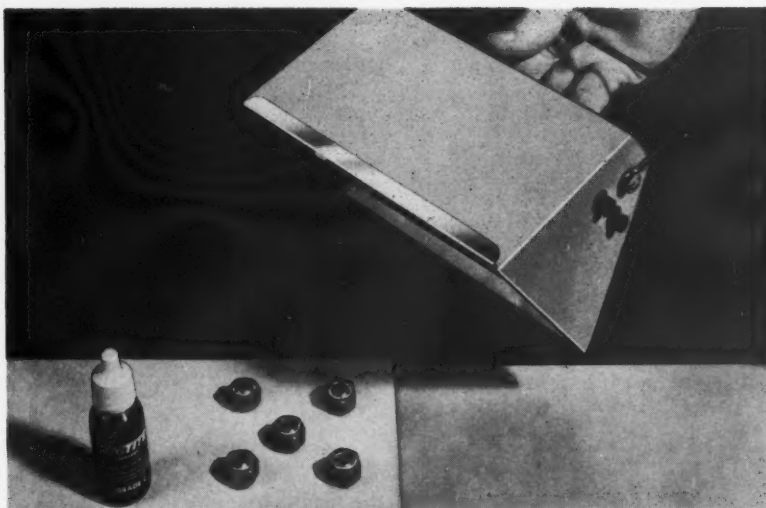


parts, Dr. Kriebel's laboratory; Trinity College. Demonstration of Loctite reveals its locking power. Here Professor Kriebel applies penetrating resin to nut and bolt.

## to Big Business

He calls it "Loctite Sealant — The Liquid Lock for Metal Parts," but its uses go far beyond locking nuts and bolts. Made in five different strengths, the chemical permits designers, for the first time, to select the amount of friction they need between assembly parts. For example, a light grade of Loctite sealant placed on an adjustment screw permits the screw to be turned with a tool, but no vibration can shake the screw out of adjustment. On the other hand, a tough grade can be placed between a ball bearing and the electric motor housing from which it has worn loose and the bearing will be held in tighter than it could be by press-fitting methods.

Dr. Kriebel indicates that it has been a source of tremendous satisfaction to him to find how useful his chemical can be. For example, he has revolutionized the phonograph motor industry. Shafts and rotors once were press-fitted — which often caused shaft distortions and resulted in record player "wowing." Shafts



All grades of Loctite sealant are now fluorescent. When observed under ultra-violet light, Loctite-treated joints become brightly visible, offering positive identification of treated parts.



Highly critical locking of spindle bearing retention nuts on machines such as the New Britain Machine Company's Model 80 hone and grind, above, is now achieved with three drops of Loctite sealant. Fibre nuts and set screws were formerly used.

are now more firmly held when coated with Loctite sealant and slip-fitted.

A few drops of Loctite can be tremendously useful. The Air Force, for example, instructs ordinance men to lock sidewinder airborne missiles to racks with Loctite so that they will not be shaken loose in flight.

Dr. Kriebel discovered Loctite while looking for "something I could make in the morning and sell in the afternoon." But demand has gone up so quickly he is on his way to becoming a business tycoon. He still retains the habits of a college professor, however. He drives an American compact car and will let no business or social activity interfere with his experiments. He has turned over much of the actual management of his company to his son, Dr. Robert Kriebel, who also has a Ph.D in chemistry.

The fact that Trinity permits the retired professor to have the run of the chemistry building is not

strange. He raised much of the money for the building himself back in the darkest days of the depression. In 1933, after thirteen years of growth, Trinity's chemistry department had expanded, according to Dr. Kriebel, "so that we even had to convert the coal bin." He set out to raise the money for a new building himself. His success in doing so is a tale of adventure with many pledges hinging on his ability to match them. At one point the entire half-million dollar project hung in the balance of a few thousand dollars being raised in a few days. Today it is one of the more impressive buildings on the campus.

### Strange Chemical

Dr. Kriebel's chemical has many strange features. Technically, it is a "polymer of esters." The polymerization (hardening) process is retarded by oxygen, so that it stays wet while exposed to air. It does not evaporate. Metal, along with the



Application of Loctite sealant to ten key parts on Model 47 helicopters has been recommended by Bell Helicopter Company as a means of reducing wear.

removal of oxygen, catalyzes the chemical into a tough load-bearing solid. The chemical must thus be sold in permeable plastic bottles that are only half-filled so that it will not solidify in storage.

Engineers and mechanics are still discovering uses for the chemical tool. Equipment failures often start with the loosening of parts held together by friction alone, such as nuts and bolts, studs in castings, bearings in housings, sleeves and rotors on shafts. Such failures are eliminated by the use of Loctite. Major construction equipment producers such as International Harvester, Euclid, and Caterpillar now send bottles of Loctite under their own labels out to field maintenance centers to help keep their machines from being shaken apart. Farm equipment makers such as John Deere Company are following suit. Chainsaw makers hail the chemical as a great blessing because of the tremendous shaking these devices must take.

In other factories the self-hardening resin is replacing soldering, brazing and welding.

### Military Uses

Extensive specifications have been drawn up by the military agencies, which are built entirely around Dr. Kriebel's chemical. New specifications order it to replace Glyptal — long a standard sealant. Signal Corps Specification MIL-P11268D and Ar-

my Ordnance Specification MIL-S-40003 were created for Loctite sealant. The material is used throughout the frame of the Talos missile and extensively on Nike parts. Critical rotor retention nuts on Kaman helicopters are locked with the hard-working chemical. Through-bolts in the radomes of the Polaris submarines are sealed against the tremendous ocean water pressures with the compound. Special letters have been sent to all Air Force bases using the air-borne Sidewinder missile instructing crew members to use Loctite to secure hanger screws that can become loose during flight.

### Getting Started

Dr. Kriebel admits that he moved very slowly in getting his new company started. "College professors are not supposed to be good businessmen—and I didn't want my friends to think I was getting soft in the head." After he had tested the chemical's properties, he tried it out on many of his former pupils. He built up an impressive record of proof before he ventured too far. When ready to move, he sought advice from Keith Funston, stock exchange head who was formerly president of Trinity and a student of Dr. Kriebel's.

Funston placed him in touch with a major can manufacturer and a large packer of preserves. Neither was interested in changing his meth-

ods of sealing cans and jars, although the chemical worked well in these applications.

Dr. Kriebel then concentrated on the locking of formerly friction-held metal parts. He launched his product in a New York press preview in 1956, at which Martin Clement, then president of the Pennsylvania Railroad, acted as master of ceremonies. The preview was planned by Trinity trustee Tom Flanagan. Both men were friends who had helped him raise the money with which the Trinity laboratory was built.

At first Dr. Kriebel started selling his product as a part-time activity, but on January 1, 1955, while still at Trinity, he hired his first salesman. Within six months he and his first salesman, after demonstrating the product's many uses in numerous cities, had created such a demand for the product that the work force was expanded to five people and larger quarters were occupied on Niles Street in Hartford. It was at this time that Professor Kriebel's son, Dr. Robert Kriebel, who also holds a Ph.D. in chemistry, joined the company, which he now manages. It was also during this period that the company started building a sales force of manufacturers agents and distributors.

### Later Developments

Within a few months the demand for the product had increased to such an extent that the company had to move to a four-story building on Woodbine Street, where it first occupied the second floor and basement, and later the entire building before moving to its new plant in Newington in November, 1960.

Today, Loctite sealant is marketed nationally by hundreds of industrial, mill supply and bearing distributors and through the company's district sales managers in Detroit, Chicago and Los Angeles. The product has also undergone a series of improvements. In the beginning there was only one strength which required 24 hours to cure. Today, there are eleven strengths with some grades that will harden in five minutes — all developed through Professor Kriebel's continuous experimentation.

### Factory Methods

Most manufacturers who work with metal parts have definite prejudices against "gunks and goos." Other chemicals used for sealing and retaining metals parts have caused problems regarding "pot life," toxicity, mixing, catalysts, and

(Continued on page 42)

# Three Levels of Leadership

By LEONARD E. READ, President  
The Foundation For Economic Education Inc.  
Irvington-On-Hudson, New York

**Editor's Note.** This article is a natural sequel to Dr. Read's article, "Relearning the Freedom Thesis", published in the September issue of C.I., in that it gives detailed suggestions on how to achieve each of the three levels of leadership which were merely mentioned in the first article.

The books mentioned in Dr. Read's article in the September issue, as well as many others dealing with the "freedom thesis" are all available through the Foundation.

■ OVER THE YEARS, I have believed and said that any widening of libertarian understanding rests on the emergence from numerous walks of life of a corps of creative thinkers, writers, talkers of the free market, private property, limited government philosophy with its moral and spiritual antecedents.

At the very least, this pronouncement has proved discouraging to many of those who accept its validity. Most people who are concerned about and opposed to the present interventionist drift have held out little hope that they, personally, could ever become creative thinkers, writers, talkers of this complex subject. Thus, many have abandoned any concerted effort: The goal seems too high for them to make a try.

While there is nothing to warrant any lowering of the goal, experience and observation now convince me that there are other ways in which one can be effective on behalf of freedom. It seems to me now that there is not just one but, rather, there are three distinct levels of leadership potential. At least one of these is open to any individual for whom conscious effort is not an overpowering obstacle.

**The First Level** — Achieve that degree of understanding which makes it impossible to join in or support, in any manner whatsoever, any socialistic proposal; in short, refrain from ideological wrongdoing.

To attain this initial level requires no "original" thinking, writing, or talking, but it is much more than an incidental step. It takes a lot of doing! For instance, to avoid supporting any socialism requires an intimate understanding of what socialism is, the misleading labels under

which it appears, and the subtle ways it insinuates itself into social action and behavior. Few people are able to recognize the nature of a socialistic practice once it has been Americanized. They think of a policy as socialistic only as and if it is practiced by such avowed socialists as the Russians. To uphold freedom effectively, one must be able to identify and understand local socialism. Every American practice has to be brought under rigorous inspection and scrutiny and examined in the light of socialism's definition: *Government ownership and control of the means of production.*

I am not suggesting that it is possible or practical to divorce oneself completely from socialistic influences. Complete separation would demand no use of the mails, no eating of bread, no riding of planes or ships, doing without an economical supply of power and light in more than 1,800 of our cities, no selling of goods and services to socialistic institutions, and so on, ad infinitum. To live, one must accept the facts of this world, at least to a large extent.<sup>1</sup> But it is possible to so live as never to sponsor a single socialistic invasion into the social and economic structure.<sup>2</sup>

One further thought: Do not underestimate the enormous influences set in motion by a person who refuses to sanction or promote any wrong action. Pronounced exemplary qualities have unbelievable radiating powers. The individual who gives no offense to libertarian ideals — even if he be utterly silent — attracts emulators, sets high standards for others to follow.

**The Second Level** — Achieve that degree of understanding and exposition required to point out social-



LEONARD E. READ

istic fallacies and certain principles of freedom to those who come within one's own personal orbit.

Obviously, it requires more doing to reach this second level than to reach the first. This goes beyond the realm of abstinence and moves into the area of positive action. It demands that a person learn to articulate the understanding he acquires. Included are skills in talking and writing, the proper stance, and so on.

There appears to be no limit to how far one can go in improving oral and written presentations. These disciplines are always subject to betterment, regardless of how far one has advanced. To really know a subject is to be able to speak or write it as easily as replying "49" to the query. "What's 7x7?"<sup>3</sup>

It is at this second level of leadership that stance — one's attitude toward others — becomes of great importance. There is the inevitable

<sup>1</sup> This is a delicate point and needs much reflection. For instance, how much government participation in a "welfare" economy, should a person accept? This question is somewhat like how much sedation should a patient take? The answer to both questions is: as little as possible. Both pain and sedation are killers of persons as well as of immediate pain.

<sup>2</sup> The manager of a prominent business voiced the sentiments of many "leaders": "Yes, possible for you in your FEE Ivory Tower. But were I to take this straight and narrow path I would be so at odds with the socialistic demands of my community that I couldn't keep my job." This is mere speculation on the manager's part. He has taken his orders from his own guesstimates of the popular taste for so long that he fears to risk an instruction from his own conscience. Further, a job which can be kept only through wrongdoing is no more respectable than is barlory.

<sup>3</sup> For an elaboration of this point see "Who Knows?" in Notes from FEE, May 1961. And for some thoughts about the skills in exposition which are acquired by the regular practice of writing, see On What To Do. Copy from FEE.



temptation, once a person comes in-to possession of ideas new to him, to inflict the new "wisdom" on others, to reform them, to make them over in his own image. So far as the advancement of libertarian ideals is concerned, the effects of this tactic are the opposite of those intended. It will send scurrying not only foes but friends as well. Little more will be accomplished than to earn a reputation as "a pest."

If one will wait patiently for others to recognize his newly acquired competence — relax until others are ready to listen and share his views— closed minds will open and become receptive. Indeed, no person can gain access to the mind of another until the other lets him in. It is the other who carries the keys and who unlocks the doors to his own perception. Prior to his decision to let us in, we are helpless. The "eager beaver" shows bad stance, and is rarely if ever admitted.

Advancement of libertarian ideals requires that each of us understand that the higher grade the objective, the higher grade must the method be. For instance, if one's objective were to destroy another, low-grade methods would suffice. But if the objective be the expansion of another's consciousness or the increasing of his wisdom, then only high-grade methods can be effective. Advancing an understanding of libertarian ideals belongs to the same hierarchy of values as does the expansion of consciousness and the increasing of wisdom.<sup>4</sup> In this respect, we can do nothing to others; we can only do something for them, and then only if we have something in store to give. We must recognize our limitations before we can begin to realize our potentialities.

*The Third Level* — Achieve that degree of excellence in understanding and exposition which will inspire others to seek one out as a tutor of the libertarian philosophy.

This is the level attained by the creative thinker, writer, talker, the level at which the power of attraction comes into play.

All of us are aware of creative persons in various fields: religion, music, poetry, art, mathematics, the physical sciences, engineering, indeed, in all of the disciplines. These persons, as a rule, have reached their high status through practice, and concentration on self-perfection. A person becomes so rich in understanding and so inventive in explaining what he has learned or perceived that others, having ambitions for

higher understanding, are drawn to him, that is, they seek him out as a tutor.

An individual may be sought as a tutor by only one or by millions; for a short period or for centuries. St. Augustine's *Confessions*, today, is among the most widely purchased of all autobiographies. That man, fifteen centuries after his passing, is still sought as a tutor by untold numbers, a measure of immortality, so to speak.

Reflect on the eminent naturalist, Luther Burbank. His work in his chosen field may have been as creative as man ever achieves. By turning his sights inward, that is, toward his own perfection, he experienced ideas, insights, inspiration, inventiveness. The garden spots of the world are richer and more beautiful by reason of this man's creative conduct. Suppose he had decided to concentrate, instead, on the shortcomings of others by calling attention to their unkempt gardens! He would have been remembered only as a muckraker and the earth would have been left less, not more, beautiful by reason of his existence. No one would have sought him as a tutor.

The creative thinker, writer, talker of libertarian ideals concentrates on the perfecting of his own understanding and on discovering effective ways to communicate such light as he possesses. Effort, of the deeply conscious variety, may result in a new parable, an enlightening analogy or homology, minor literary inventions that cause another to remark: "Now I see what you mean."

For instance, it has long been our contention that: "The fiscal concomitant of state welfarism or intervention is inflation. Politically, it is impossible to finance socialism by any other means. Therefore, for those of us who do not like inflation, only one recourse is open — *divest government of its power to practice socialism.*"<sup>5</sup> Such a statement is formal and difficult to grasp, thus, it needs some sort of an analogy to dramatize the point, such as:

A good economy, in one respect, resembles a sponge. A sponge can sop up a lot of mess but when it becomes saturated the sponge itself is a mess. For the sponge to be useful again, the mess has to be wrung out of it.

Examples of creative thinkers who

(Continued on page 49)

## CLICHÉS OF SOCIALISM

A suggested answer to each of 23 clichés of socialism listed below is available on an 8½" x 11" printed sheet which may be secured at 1 cent each by writing Dr. Read at Foundation headquarters.

1. "The more complex the society, the more government control we need."
2. "If we had no social security, many people would go hungry."
3. "The government should do for the people what the people are unable to do for themselves."
4. "The right to strike is conceded, but . . ."
5. "Too much government? Just what would you cut out?"
6. "The size of the national debt doesn't matter because we owe it to ourselves."
7. "Why, you'd take us back to the horse and buggy."
8. "The free market ignores the poor."
9. "Man is born for cooperation, not for competition."
10. "Americans squander their incomes on themselves while public needs are neglected."
11. "Labor unions are too powerful today, but were useful in the past."
12. "We have learned to counteract and thus avoid any serious depression."
13. "Human rights are more important than property rights."
14. "Employees often lack reserves and are subject to 'exploitation' by capitalist employers."
15. "Competition is fine, but not at the expense of human beings."
16. "We're paying for it, so we might as well get our share."
17. "I'm a middle-of-the-roader."
18. "Customers ought to be protected by price controls."
19. "The welfare state is the best security against communism."
20. "Don't you want to do anything?"
21. "If we need big business, why don't we need big government?"
22. "We believe in presenting both sides."
23. "If free enterprise really works, why the Great Depression?"

<sup>4</sup> See "Let the Method Fit the Objective." Copy from FEE on request.

<sup>5</sup> For an explanation from which this conclusion is drawn, see *Liberty: A Path To Its Recovery* by Dr. F. A. Harper, pp. 106-113. The Foundation for Economic Education, Inc., Irvington-on-Hudson, N. Y. Cloth \$2.00; paper \$1.50.



# Personal Action — Key to Effectiveness

By N. BURNETT MAGRUDER, *Executive Secretary*  
Louisville Council of Churches  
Louisville, Kentucky

**Ed Note:** This, the tenth in a series of articles by Dr. Magruder, stresses the need for personal and local organizational action on an independent and non-partisan basis in order to promote the freedom movement most effectively. The articles are reprinted from "Action in Kentucky" newspaper through the courtesy of its publisher, Associated Industries of Kentucky.

■ **CHRISTIAN action must first be based on the conviction that freedom is our business.**

The lack of this conviction today is a grave and immediate peril. What is every one's business turns out to be nobody's business. Somewhere and some place someone must take the initiative.

**Why should it not be in Connecticut?**

Let us remember that Christianity has created the moral climate in Western civilization which has made constitutional freedom an historical fact. Let us remember further that the entire structure of political and economic liberty cannot survive without Christian responsibility.

The question then is a very simple one: How can we discharge this responsibility?

**Unity of purpose is pre-requisite for success.**

It is evident that freedom movements lack enduring and far-reaching purpose because we tend to act only insofar as our self-interest is affected. If, however, our action is based on a sense of responsibility to God, we will endure until the end. This was the purpose of Abraham Lincoln when he said:

"That this nation under God may have a new birth of freedom. . ."

We continue in the struggle for freedom because we believe it is grounded in the will of Almighty God.

Unity of purpose then must be strong enough to undergird all issues where freedom is at stake. It must be strong enough to attract

the attention and service of all people who have a common concern.

**Action should be performed by individuals rather than by organizations.**

All of us have separate institutional ties and loyalties. For example, when individual Christians take action on a particular issue this does not mean that they will involve their church in political and economic affairs. There has been much too much of this already — and too many times the involvement of the Church has been at the wrong place and the wrong time and for the wrong things. This means that we can form unity of action without involving church institutions, business institutions, community institutions or educational institutions.

Historically this has been the American way. What the Church supplies is spirit and purpose. Outside the Church we carry our spirit and motivation into action. In this manner we will not bring reproach on the household of God and the name of Jesus Christ when we make mistakes — and it is certain that in the area of public life, mistakes will be made, even at our best.

**Organization however is necessary.**

To be effective it must be independent and non-partisan. Too much stress cannot be laid on this point. There will be a constant temptation on someone's part to make an effective freedom organization an appendage to the political ambitions of some individual or group. There is no one political party which is always right. There is no one individual who is always right. There are, however, always issues which are right. And this is the point at which we should take our stand and exercise our God-giv-



DR. N. BURNETT MAGRUDER

en rights to preserve our American heritage.

Furthermore, organization to be effective must be able to distinguish between major questions and minor questions. Too often men of conviction go off on detours and small trails like a dog on a wrong scent. This creates a lot of noise but accomplishes nothing. We must not MAJOR IN MINORS.

**The freedom movement in America lacks support because it lacks leadership.**

Any local or regional organization will be no stronger than its leadership. Leaders are hard to find. One of the reasons for this is the fact that leadership must accept the risk and endure the pressure and face the hardship. People shrink from this type of exposure. It is much easier to make a good salary and enjoy the so-called comforts of life and let some one else do the fighting and the worrying. This is the spiritual disposition of most Americans today. They prefer to live off of the spiritual capital and interest. Where will freedom be when the spiritual capital runs out? Who will recreate it? Who cares about it? The final result will be this: There will be no freedom and there will be no physical comforts.

For as Christ said, "Man liveth not by bread alone but by every Word of God."

(Continued on page 53)



A section of the well-filled dining hall during the evening session.

# REVIEW OF 1961 ANNUAL MEETING

**EDITOR'S NOTE.** Members who failed to attend the Association's 146th Annual Meeting, and those attending who wish to recall to mind some phase or the entire program, may do so by reading the following pages on which the results of the corporate business meeting, the talks of the three guest speakers and Parts I and II of the President's Report are recorded.

The Association gratefully acknowledges the refreshment services rendered by the Coca-Cola Bottling Company of New Haven, Inc. during the afternoon session. The "pause that refreshes" was never more appreciated by members and guests on the hottest annual meeting day ever experienced within the memory of the staff or present members.

■ BEFITTING the day — the hottest on record for any annual meeting — more than 300 members and guests of the Association, following the lead of President Carlyle F. Barnes, convened in a "shirt sleeve" two-hour afternoon session at Strathcona Hall, with nearly 600

dressed in coatless comfort attending the evening session in the Yale Dining Hall, Yale University, September 12, 1961. This, the Association's 146th Annual Meeting, was the thirteenth consecutive meeting held on the Yale campus.

The business session was called



Norris W. Ford, former executive vice president of MAC, who retired on December 31, 1959, chats with President Barnes, Governor Handley, and Fredrick H. Waterhouse.



New directors elected at the business meeting are shown with President Barnes. Left to right, seated, Robert I. Dodds and Mr. Barnes. Standing left to right are L. Lindsay Thomson and L. A. Dibble, Jr. Other newly elected directors are Laurence Hale and J. R. Tomlinson.

to order in the auditorium of Strathcona Hall at 2:35 P.M. by President Barnes.

John Coolidge, MAC treasurer, and chairman of the board, Converters, Inc., West Hartford, presented his 16th annual report, followed by the report of the Budget Committee, read by Leslie M. Bingham, secretary, in the absence of Edward Ingraham, chairman of the committee. Both reports were approved.

Robert I. Metcalf, chairman of the Nominating Committee, and vice president, administration, Olin Mathieson Chemical Corp., Winchester-Western Division, New Haven, presented his committee's recommendations for five directors to serve for four-year terms beginning January 1, 1962.

In the absence of any nominations from the floor it was voted that the secretary cast one ballot for the election of the nominees recommended by the committee as follows:



MAC officers are pictured with featured evening speaker. Left to right, Hon. Harold W. Handley, Carlyle F. Barnes, Fredrick H. Waterhouse, A. W. Cavedon, John W. Douglas, John Coolidge and L. M. Bingham.



Frank Maria, afternoon speaker, Rev. C. Lawson Williard, Jr., pastor, Trinity Church On-the-Green, New Haven, who gave the invocation at the evening session, and John Coolidge, treasurer, get together at the entertainment hour.



MAC officers, directors and guests enroute to the head table.



Section of audience at afternoon session.

For director to represent Windham County, Laurence Hale, president, Hale Manufacturing Co., Putnam, replacing J. Arthur Atwood, 3rd, president, Wauregan Mills, Inc., Wauregan; Robert B. Dodds, president, Safety Electrical Equipment Corp., Hamden, replacing Lucius S. Rowe, president, The Southern New England Telephone Company as director for New Haven County; L.A. Dibble, Jr., president, The Risdon Manufacturing Co., Naugatuck, replacing Harold Leever, president, MacDermid, Inc., Waterbury, as director representing New Haven County; A. Lindsay Thomson, president, The Terry Steam Turbine Co., Hartford, as Hartford County director, replacing Jack T. F. Bitter, president and treasurer, The Parker Hartford Corp., Hartford.

J. R. Tomlinson, president, The Barden Corporation, Danbury, the fifth nominee elected, was chosen by the Board in March 1961 as director-at-large, to fill a vacancy left by the election of John W. Douglas as

a vice president. The by-laws permit a nominee who has only served a partial fill-in term to be elected to succeed himself for one full four-year term.

Following adjournment of the business meeting at 2:55 P.M., John L. Sloop, technical assistant to the director, Space Flight Program, National Aeronautics and Space Administration, gave a slide illustrated talk entitled "The Exploration of Space—Accomplishments and Plans" during which he explained the extent of progress made in the space flight field.

After a brief question and answer period, Frank Maria, management consultant, and educator, spoke on the topic, "Human Relations — A Myth or a Method." Both addresses are published on the next few pages of this issue.

Between adjournment of the afternoon session at 4:30 P.M. and 6:10 P.M., members and guests met for an entertainment period at the St. Elmo Club.

Following dinner, starting at 6:30 P.M. in the Yale Dining Hall, President Barnes opened the evening session at 7:30 P.M. by introducing the officers, directors and guests at the head table, seven young technical school graduates among fifteen who had previously received MAC's Industrial Education Awards and Citations of Merit for being top-rated graduates in their respective technical-Vocational schools, and the new directors present who had been elected at the afternoon session.

For the first time in the history of Association annual meetings, neither the Governor nor the Lieutenant Governor was present to give a brief address of welcome to members. Governor Dempsey had accepted the Association's invitation and had been included in the program, but found it impossible to attend for reasons outlined in a letter to President Barnes, read to the assembled guests by him. The letter follows:

"I deeply regret that a conflict in

dates makes it impossible for me to attend this year's annual meeting of the Manufacturers Association of Connecticut.

"I am sure you will understand when I tell you that I cannot be with you without neglecting a parental obligation. It happens that your meeting falls on the date when my oldest son enrolls as a student in a seminary at Rochester, New York, and Seminary officials have specifically requested that all students be accompanied by their parents on arrival.

"Please extend my most cordial greetings to Governor Handley and to the members of your association.

"Through you, I wish to express to the members of the Manufacturers Association of Connecticut my appreciation for the part they are playing in the economic growth and development of this State. A very recent example is the cooperation given by manufacturers to the retraining program which the Labor and Education Departments have undertaken to provide more jobs by giving workers new skills.

"I am sure all of you were as pleased as I by the recent report of the United States Department of Commerce which showed that during 1960 Connecticut had the nation's second highest per capita income among all the states, exceeded only by Delaware. As this indicates, Connecticut is progressive, productive and prosperous. This comes about not by chance but because for years Connecticut management, labor and government have worked together as a team for the well-being of all. While we carry on this long established tradition, we can look with confidence to the future.

"Again, I say that I wish I could be present to share these thoughts with you in person.

"May you have a most enjoyable and successful meeting."

President Barnes then gave a brief verbal report printed in full in this issue along with a more detailed account of Association activities for the past year.

At the close of his report, President Barnes introduced the guest speaker, Honorable Harold W. Handley, former governor of Indiana, and president of the advertising and public relations firm of Handley, Gross, Luck and Miller of Indianapolis, Indiana, who spoke on the topic, "Today's Challenge — Tomorrow's Heritage." His address is published elsewhere in this issue.

After a standing applause at the close of Mr. Handley's address, the meeting was adjourned at 8:30 P.M.



On stage at the afternoon session, Fredrick H. Waterhouse, executive vice president, Alfred W. Cavedon, vice president, L. M. Bingham, secretary, Robert I. Metcalf, chairman of the Nominating Committee, John Coolidge, treasurer and Carlyle F. Barnes, president.

## The Exploration of Space — Accomplishments and Plans

### An Address Delivered at the Afternoon Session

By JOHN L. SLOOP, Technical Assistant to Director  
Office of Space Flight Programs

**Ed. Note—To illustrate his talk Mr. Sloop showed a series of thirty-one slides, one of which is shown here to illustrate his address.**

■YOU are listening to an enthusiast for space flight. This subject, like others of national interest, has many partisans. At one extreme are the visionaries or "Space Cadets" who see routine passenger service throughout the solar system and colonization of it as just around the corner—if only we put our shoulders to the wheel, or better still — lay our dollars on the line. Their favorite pastime is making glowing predictions which, if examined critically, are found to be conditioned on more money and concentrated effort than can be given so that they always have an "out." I am not one of these. At the other extreme are the reactionaries who view all space activities as a waste of money. They are the type who would not have given Columbus half a mark of silver. I am not one of these either. I am the kind of enthusiast who believes that space research and development offers an unparalleled opportunity for scientific and technological advance-

ment; one who believes a better understanding of the nature of the universe and the know-how needed to get this understanding will reap great benefits for this country and for all men. This is a great opportunity and a challenge — the type of challenge the men and women of this country like and to which they can respond.

The National Aeronautics and Space Administration was created by the Congress in 1958 to carry out this newest adventure of man. It established the policy that activities in space should be devoted to peaceful purposes for the benefit of all mankind. It set forth objectives which included studies, development of space flight technology, practical utilization of this flight technology, cooperation with other groups and nations, and leadership in space activities. On May 25 of this year President Kennedy said, "I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to earth."

To achieve these goals, NASA must have a well-conceived plan or program. Many groups contribute to this effort. The ideas, suggestions, and



proposals are critically evaluated and from this emerges the basis for a coherent program. In carrying out the space flight program, we need to combine our goals and present technology with resources in the form of personnel, facilities, and budget.

At its beginning, NASA absorbed the fine staff and facilities of the 43-year old National Advisory Committee for Aeronautics and part of the Vanguard group of the Naval Research Laboratory. Late in 1958, the Jet Propulsion Laboratory, operated by the California Institute of Technology, was added to NASA's facilities. In 1960, the Development Operations Division of the Army Ballistic Missile Agency at Huntsville was transferred to NASA. At the present time there are about 17,000 engineers, scientists, technical and administrative personnel in NASA at nine research and development centers plus 2700 of the same type people at JPL. They provide an all-around space research and development capability to plan, organize, contract, and monitor the space flight program and related efforts, and do sufficient "in-house" research and development to provide leadership and maintain their scientific and technical proficiency. A still essential part of their task is research in support of civilian and military aircraft. An essential ingredient for the vigorous prosecution of the program is sufficient funds. The budget for NASA has risen rapidly to reflect the increasing space effort. In fiscal year 1959, it was \$338,900,000; in 1960, \$523,575,000; and in 1961, \$964,000,000. With President Kennedy's announcement that we must win the space race with the Russians with major emphasis on manned lunar landing, the fiscal year 1962 appropriation was increased to \$1,671,750,000.

In executing the program, we rely most heavily on the national industrial capacity augmented by universities and government organizations. In fiscal year 1961, for example, over 75 percent of the budget went to industry, and we expect industry's share of the 1962 budget to be even greater.

The NASA program can be considered in two major categories:

1. Research and development in aeronautics and astronautics.
2. Space exploration.

In aeronautics we have a large research effort on current and future needs of commercial and military aviation. Under investigation are such things as supersonic aircraft, particularly prospective civil supersonic aircraft, vertical take-off and landing aircraft, high-speed, high



JOHN L. SLOOP

altitude flight research with the X-15 aircraft, assisting the Air Force on the Dyna-Soar project, aircraft operational problems, research on problems of entry into the earth's atmosphere from orbital and lunar return speeds, and materials and structures.

A large and key part of our work in astronautics is the development of boosters powerful enough to send our spacecraft where we want them to go. We call these launch vehicles, and they and related work represent about a third of NASA's 1962 budget. Launch vehicles have been, are now, and will continue to be, for some time, the pace-setting item in our space program.

In the beginning we relied completely on military rockets for our means of reaching space. They still are the backbone of our effort, but we are developing new vehicles. Included in our stable of vehicles are eight in existence now. The Juno, Thor Able, and Atlas Able, however, are no longer in use. The Juno, a modified Jupiter, placed Explorer I, the free world's first satellite, into orbit on its first attempt on January 31, 1958. Explorer I immediately made a significant contribution to our knowledge by revealing the vast radiation belts surrounding the earth.

Our program calls for the use of the Scout, Delta, Thor Agena B, Atlas Agena B, Centaur, and Saturn. Of these the Scout, Centaur, and Saturn are essentially new vehicles under development by NASA. Nova, a vehicle concept capable of boosting a manned lunar landing craft directly to the moon, is under study.

The Scout is the only completely solid propellant vehicle in NASA's group of launch vehicles. It is for probes and small satellites in the order of 150 pounds. The Centaur uses a high-energy stage of hydro-

gen and oxygen on top of a conventional Atlas booster. The engines are to be supplied by Pratt & Whitney Division of United Aircraft. This is a first — the first type of engine of its kind. It uses liquid hydrogen and oxygen which is capable of much higher performance than fuel — oxidizer combinations in use today. It will be used by NASA for unmanned scientific satellites, lunar exploration, and planetary fly-by missions.

The Saturn is the largest launch vehicle under development in the United States. There are several versions of Saturn. The first will be a two-stage vehicle for large manned earth orbit spacecraft. The base of the first stage of the Saturn vehicle is approximately 22 feet in diameter and 80 feet tall. It uses a kerosene-like fuel and liquid oxygen. The eight engines develop a total of 1,500,000 pounds of thrust. These engines are somewhat simplified versions of those developed for Atlas, Thor, and Jupiter. This stage is designed to perform its function in case one engine fails in flight. It has been fired a number of times successfully at our Marshall Space Flight Center, Huntsville, Alabama and the first flight with a dummy upper stage will occur this year. When all eight engines are running there is a flow of about three tons per second!

The first stage is being developed at Marshall Space Flight Center, but operational versions will be contracted and built in a plant in New Orleans. The second stage for this vehicle will use hydrogen and oxygen and the same Pratt & Whitney engines as developed for Centaur. When this vehicle becomes operational about 1964, it will greatly increase the weight of spacecraft we can place in orbit — about 10 tons — and serve as the first step in Project Apollo, our manned lunar landing project.

A more advanced Saturn using three stages is planned for other phases of Project Apollo and for planetary exploration. It will use a new powerful first stage employing F-1 engines being developed by NASA and the Rocketdyne Division of North American. The F-1 engine is a huge engine capable of 1,500,000 thrust. The second stage will use new hydrogen-oxygen engines developing 200,000 pounds each. The third stage will also use hydrogen and oxygen with the Pratt & Whitney engines previously mentioned. This stage will put something on the order of 40 tons in an earth orbit, but the successful rendezvous of several of these in an earth orbit would be needed to send a manned expedition



to the moon.

As large as these vehicles are, they are dwarfed by the Nova, still a vehicle concept, but which may involve a first stage with as much as six to nine million pounds thrust, and be almost 250 feet high. It would be capable of sending a manned expedition to the moon in a single flight. It takes about 1000 pounds of booster for every pound of spacecraft for such a mission.

In parallel with vehicle development is work on advanced vehicle technology and propulsion. Nuclear propulsion, being developed jointly by NASA and the AEC, is receiving heavy emphasis and electric propulsion, a high impulse method, is receiving appreciable research support.

Our space exploration program is in three parts:

1. Manned space flight.
2. Unmanned scientific exploration.
3. Practical applications.

Man's curiosity is never satisfied. An important part of human history is concerned with man's desire and actions in exploring unknown parts of the world. Time and time again, men have set out with amazing courage and spirit to probe unknown regions and lands. Nor has he confined his movements to the surface of the earth. He has penetrated to the depths of the oceans and with balloons and aircraft, he has probed the atmosphere.

Project Mercury is the first U. S. program to carry man into space. It is a sound program building step-by-step to the orbiting of the astronaut. I know you are all well acquainted with this program. The successful flights of Astronauts Shepard

and Grissom are well known. The next step, which is imminent, is the orbiting of an instrumented capsule and this will be followed by a primate flight, and then by an astronaut.

We have already embarked on the initial steps of the next manned space flight — Project Apollo. The ultimate object of Apollo is to land a man on the moon and return him safely to earth in this decade. As in Mercury, this will be done in a step-wise fashion. I have already indicated that the launch vehicle is the pacing item. In the first phase man will orbit the earth and return. In later phases he will circumnavigate the moon, perhaps orbit the moon, and ultimately land and return from the moon.

Meeting this challenge will not be easy or cheap. Outer space presents an environment completely hostile to man. Those who venture away from the earth will have to carry with them, not only a means of transportation, but all elements needed for their support such as air, water, food, pressurization, heat protection, protection from dangerous radiation in space and protection from high velocity particles or micrometeoroids that zoom about in space.

Three possible configurations for Apollo have been considered — one for earth orbit, one for circum-lunar flight, and one for lunar landing. Methods for lunar landing and take-off are under study.

I repeat — it will not be easy or cheap — many billions of dollars representing a concerted effort over a period of years will be needed.

We at NASA are convinced that such an effort is justified and will bring great dividends in technologi-

cal and scientific achievements. Our economy is expected to grow to over 700 billion dollars by 1970. In the next 10 years Dodge Reports estimate that something over 700 billion dollars will be spent on building all kinds of things — highways, bridges, airplanes, trains, etc. They further estimate that 360 billion dollars will be spent for maintenance and repair — a total of over a trillion dollars to build or repair or maintain capital items.

We believe that the venture into space will make abundant contributions to this economic growth. Many of these will come from the technology developed in this effort. Many will come in unexpected forms as it did in other times when extension of the range of human movement resulted in increased commerce. Oftentimes, practical benefits motivated the exploration of new places, but just as often, perhaps more often, the spirit of adventure and inquiry was the force that drove the explorer. In either case, the rewards stemming from man's greater freedom and action are tremendous.

The second part of our program is concerned with the unmanned scientific investigations in space. A little known but vital part of NASA's work is the use of sounding rockets. These are vertical probes that pierce the earth's atmosphere and fall back to earth with their task completed. They are used for scientific measurements in the atmosphere and for the testing of new instrumentation before committing them to more expensive flights. Last year, we fired about sixty of these rockets. On September 19, 1960, a particularly noteworthy sounding rocket was fired from the California coast. It arched up 1200 miles into space where it exposed a pack of nuclear emulsions to the particle radiations of outer space, then, tucking the package within a protective shield, it re-entered the atmosphere and was recovered 1200 miles from the launching point two hours later.

Last November, Explorer VIII, a typical scientific satellite, was placed into orbit about the earth and made many measurements of the ionosphere, a layer of charged particles high about the earth. Data were received for the planned lifetime of eight weeks. If all the data recorded on tape were on a single strip of tape it would stretch 700 miles and, needless to say, scientists are busy studying the results.

On March 25 we successfully shot a magnetometer probe deep into space to measure magnetic fields. On April 27 a satellite to measure

gamma rays was successfully placed in orbit.

We have had our failures too. In the last year, in nine major scientific probes and satellites flights we had six successes. The 3 failures were caused by vehicle problems.

Up to now scientific satellites have been relatively small and specialized in one or two experiments. A new generation of scientific satellites will emerge this year and subsequent years. Large and complex, these new spacecraft will house many different instruments to study the characteristics of space near earth, the sun, the stars and solar system. The first, to study the sun, will fly this year. The surface of the sun boils and bubbles vigorously and great clouds of charged particles erupt into space. These particles travel to the earth and interact with the atmosphere. They produce communication blackouts, disturbances, magnetic storms, and auroral displays. The orbiting solar observatory is expected to give us much new information about solar phenomena.

A second type of observatory is an orbiting geophysical observatory. It is designed to take a number of individual experiments by scientists of this country and abroad to study the ionosphere, magnetic fields, energetic particles and other phenomena.

A third observatory is the orbiting astronomical observatory. The atmosphere is a shielding curtain which absorbs part of the light from stars that contain some of the best information on its composition — this is the ultraviolet region. The orbiting astronomical observatory will contain a 36-inch diameter telescope to scan the stars free of the blanketing effects of the earth's atmosphere. This telescope must be pointed with the same accuracy as needed to point a telescope in New Haven at a spot in San Francisco no more than six feet in diameter.

We have laid plans for an intensive effort for providing instrumented exploration of the moon, planets, and interplanetary space. In addition to its value in scientific information, these missions will lay the groundwork for later manned flights. They will be the scouts of the advancing conquest of space by man. In March 1960, Pioneer V was launched in an interplanetary orbit about the sun. For over three months Pioneer V faithfully responded to commands such as those issued by our British colleagues at Jodrell Bank, England. Pioneer V yielded much scientific data on the properties of interplanetary space and solar storms, and transmitted over a span of 23 mil-

lion miles, still a record for long distance communication.

Our first two attempts at the moon, the Able series, were not successful. Now we have developed a series of more sophisticated lunar spacecraft, known as Ranger, which will be launched this year. Ranger will photograph the moon's surface and measure radiation as it approaches and crashes on the lunar surface. A later version will house a survivable seismometer capsule. As the capsule approaches the lunar surface, a rocket will kill most of its velocity and allow it to "rough" land on the moon. We are already contracting for a follow-on series called the Surveyor. This spacecraft is designed to land softly on the lunar surface and perform a number of valuable experiments on the nature of the lunar surface. It will be boosted to the moon by the Centaur vehicle. A larger spacecraft, known as Prospector, is being studied in conjunction with our manned lunar landing plans.

We are also planning to explore the planets. A spacecraft known as Mariner is planned for fly-by reconnaissance of Venus, and later of Mars. When the second version of Saturn becomes available, we plan to orbit these planets and send down a landing capsule.

The last part of the NASA space flight program is concerned with satellites for practical applications useful to mankind everywhere in everyday living. This is concentrated on meteorology and communications.

The world is well acquainted with our first and successful meteorology satellite series, Tiros. The first was launched April 1, 1960, made 1302 orbits, transmitted 23,000 cloud cover photographs. Over 60 percent of these were useful in meteorological research and many were used in a semi-operational manner by the Weather Bureau and other meteorological groups. Tiros II was launched November 23, 1960, and contained additional instrumentation to investigate the heat balance of the earth. Tiros III was launched July 12, and both Tiros II and III are transmitting useful meteorological data now.

Another Tiros will be launched this year and we plan to continue them until our next improved meteorological satellite, Nimbus, is developed. Nimbus is a considerable improvement over Tiros. It is capable of space orientation and will be the first model of an operational series.

Communications offers a most promising application for satellites. International cable and radio sys-

tems are overburdened today and will be exceeded by the needs of tomorrow. At present, television cannot be transmitted by direct methods for more than three hundred miles or so. The usable radio frequencies above 20 mc. whose range is limited by direct line of sight, offers almost unlimited bandwidth space. Ground-leased microwave relay lines and coaxial cables are used to overcome range limitation. These are impractical, unreliable, or too expensive for overseas communication. Satellites can provide great bandwidth capacity to meet our fast growing needs and bring better communications to remote corners of the earth.

The NASA work on communications is aimed at demonstrating the feasibility of communications satellites. One method is by passive satellites that serve merely as a reflection of microwave communication signals. The passive satellite, Echo, launched August 12, 1960, was very successful as everyone knows. Communications experiments were conducted in cooperation with government and private groups here and abroad. In the course of the experiment, transcontinental and transatlantic transmission of voice and music was demonstrated as was facsimile transmission of photographs including an experiment by the Post Office on a speed-mail system. We are continuing our work on communication reflectors by building a larger and more rigid sphere, and later by putting several of these in an orbit with one launching.

NASA is also undertaking a program of research and development of active communications satellites. A contract for the first, called Project Relay, has been let to RCA. You may also be aware that American Telephone and Telegraph plans to launch their own satellite with help from the government on a reimbursable basis. Private industry is ready to finance this promising application of satellites.

I might add at this point that NASA is basically a research and development organization; we are not an operating organization in the ordinary sense of the word. We expect to do the research and development work and turn the operational phase over to other groups.

This statement about the nature of the NASA organization brings up a point vital to our relationship with industry. American industry is geared to mass production and mass markets. Our program is geared to research and development of technology where only a few of a kind are needed, but each must have great

(Continued on page 52)



# Human Relations — A Myth or a Method

An Address Delivered at the Afternoon Session

By FRANK MARIA, *Management Consultant and Lecturer*  
Lowell, Massachusetts

**Ed. Note—**Mr. Maria is an internationally known authority, consultant and lecturer in the field of human relations and the originator of the "Human Relations Audit", a research and development tool in modern management.

■ MAN'S technological and scientific advances during the last few years, especially in the awe-inspiring area of space, have been tremendous, and the future possibilities are literally amazing. But man's notable and praiseworthy progress in space, in technology, and in the physical sciences is to be contrasted with his little or relative lack of progress in Human Relations. Both former President Eisenhower and President Kennedy, as well as other governmental leaders of both parties, have called attention to the need for more progress in the critical area of Human Relations. The world today, despite tremendous technical progress, is still at the brink of war with the awful prospect today that the next war could mean man's own destruction!

Justice William Douglas has said "The world crisis is a crisis in Human Relations that all the bombs, all the tanks, all the guns in the world cannot resolve." In a speech made as the junior senator from Massachusetts, President Kennedy commented on this subject as follows: "Nobody would say that the physicist, chemist and the astronomer have easy jobs. Understanding the laws of nature is a complex, subtle and difficult task. Understanding people, however, is even more difficult. Perhaps that is why men have been able to harness the energy of the atom but have hardly been able to make a start toward harnessing the energy of man himself and directing it toward the good of mankind."

If ignorance and prejudice could be replaced by education and understanding, if fear and mistrust could be replaced by confidence and trust,



Frank Maria, management consultant, speaking at Strathcona Hall during the afternoon session.

the resultant attitudes of nations — who are people — would be those of co-operation and goodwill. And nations working together could eliminate war and bring about world prosperity.

In industry, especially manufacturing, the advances in engineering and technology have resulted in tremendous production advances. We have adapted machines to practically every conceivable type of work, yet we have made little progress in employee relations and other aspects of Human Relations in industry. Problems of strikes with their harmful effects on the economy and on people still plague us; absenteeism, turnover, theft, waste of time and materials, accidents, lack of positive work attitudes, low morale, lack of creativity and affirmative action by key personnel, failure to anticipate and to prevent problems from occurring, and lack of skill in handling problems when they do come up, are problems in personnel relations which are affecting production, quality, sales and profits. This — the human relations area in industry — is still the area of the greatest need and where practical and

creative efforts will bring about the greatest results.

The problems that plague government — local, state and federal — are chiefly in Human Relations. The railroads and other aspects of the transportation crisis; the need for urban re-development and the many human problems that must be solved to bring it about; graft, lack of efficiency and higher taxes, are essentially challenges in the Human Relations area, since their solution lies in the attitudes of people. Hospitals and other non-profit institutions, faced with less dedication toward work by employees, increased personnel and technical costs, and resistance by the public to increased charges have a terrific challenge in Human Relations.

Certainly problems and challenges in Human Relations exist in both quantity and quality. Certainly the need for work in this critical area by executives, administrators, statesmen, and other citizens is appreciable. Arnold Toynbee, the world's leading historian, sums it up in this way: "America's greatest strength is technology and production; her greatest weakness is in Human Relations."

Since this is a meeting of industrial leaders, we are chiefly concerned with the human relations aspects of management in industry. At this point, it would be desirable to define Human Relations in Industry as that science or art which seeks to effectively utilize the human factors involved in an industrial situation to bring about maximum operating efficiency, sales and profits. As it applies to employees, its objective is happy, efficient and creative employees. As it applies to relationships with other groups of people who also help determine the survival and profitable operation of the company (such as the customers, the suppliers, the government, the investors, and the general public), it means the promotion of a relationship or an industrial environment conducive to the profitable operation of the company in the interest of all the parties concerned.



Despite the need for the importance of Human Relations in Industry there is a great deal of lip service to this function and responsibility. Gather any group of employees together and what do they talk about with regard to their work? Not the technical aspects, but the human relations incidents and problems. The subject most often discussed at management conventions and conferences is Human Relations. When industrial leaders speak, they inevitably call attention to the work their companies are doing in this area. Policy statements and employee handbooks all proudly tell of the company's progressiveness in employee and public relations.

However, actual studies have shown that much of this is "myth" or lip service and that there is little application. Instead of being a "method" really employed in the long-range, best interests of a company and of industry in general, in many instances it is a "myth" which everyone talks about, says "Amen" to, but goes back to his job and forgets about in actual application.

For example, the head of a management service organization is one of the top exponents of Human Relations in Industry, yet he himself, as an executive, has not earned the quality of employee co-operation and goodwill that is desirable and needed. The chief executive of a leading university is equally forceful as a speaker and talks about this subject repeatedly and fulsomely, yet he is not understood or appreciated by his own faculty because of failure to practice what he preaches. The president of a non-manufacturing company could eliminate personal rivalries among his subordinates and improve communications in his large organization, resulting in lower costs and improved sales, if he realized they existed and had the courage to do something about them. Yet this well-known company spends much money expounding Human Relations and in participation in community affairs. The newly appointed president and chairman of the board of a large manufacturing corporation was a smiling, genial individual who stressed his interest in his employees over and over again, yet he was dishonest with his superiors and with his subordinates in changing facts to accommodate his prejudices and in blaming others for his own errors. This company went out of business. One of the country's leading industrial corporations enunciated, among many other progressive policies in Human Relations, a "grass roots" approach to legislative relations. Yet when other com-

panies began to take group action on a common problem in one community, its local executives "dragged their feet".

My own experience as a management consultant trying to sell key executives (including personnel and public relations directors who by the nature of their jobs are supposed to be more sensitive to people) has revealed a number of instances where human relations policy, as far as I was concerned, was not being practiced. An executive's chief responsibility is organizational development and effectiveness. He should always be alert to new approaches, ideas and services. A courteous, perceptive interview granted to a salesman or a consultant can often be the beginning of a relationship in the best interests of the company.

In my own particular case, even if the brief and courteous interview produced no interest on the part of the management in my services, the impression of a courteous, perceptive executive which I would carry away is not without importance, since I am a customer, an executive, management consultant, writer and lecturer, and in this respect can influence the opinion of others. The way in which salesmen are received in altogether too many companies leaves little impression of interest in people. Altogether too often the purchasing and personnel offices of a company can be its coldest places as far as employees and the public are concerned. Every person who comes to your door is important. He can be an investor or a customer. But always he is a voting citizen whose attitude toward business and free enterprise can affect not only your company but all industry as well.

Personnel management programs are often cited by executives to indicate the progressiveness of their company. For example, in a recent nation-wide television show, U. S. Steel devoted time to an explanation of its training program. Rare is the management that does not state that the personnel relations function is as important, if not more important, as other management functions. Yet what do you find in actual practice in some companies? When they look for a manufacturing or engineering or financial executive, they search for an expert, pay him what is necessary to get the best possible, and give him the authority to do the job. But when they look for a personnel director they often take a non-expert on the theory that "he likes people" and "after all we have to find a place for him". Engineers, bankers, insurance salesmen, doctors in hos-

pitals, and manufacturing supervisors have been placed in personnel positions because "they know our business and are pretty good with people".

The quality and quantity of knowledge about personnel management is as essential to this professional field as to any other. Study after study has shown that it is relatively easy to become oriented technically to a company or industry and that a top personnel relations, public relations, or sales executive can do well in any company. The basic requirement is to locate a top personnel man. If he happens to know your business operations, that's a plus. An experienced, creative and effective personnel executive can become oriented quickly to your company, but a less effective personnel executive despite all his knowledge of your company's technical operations can never equal the other's results.

The amount of compensation and the amount of authority given a top man are also indicative of the soundness of the human relations program in a company. Just having a department in personnel and public relations without exceptional people at the helm with compensation equal to other senior executives and with authority to do an effective job is keeping employee relations and public relations more in the "myth" than in the "method" category.

In selecting your personnel executive and other executives whose prime responsibility will be in the Human Relations area (public relations, customer relations and investor relations) look for an executive who is sensitive to people, who is technically competent in his profession, who is experienced, and who has a record of consistent and measurable accomplishments. Expect and demand tangible results from him as you would your production or sales executive.

One well-known electronics firm spends huge sums of money in the procurement and hiring of engineers, yet fails to realize that a creative and fully implemented personnel and public relations program will attract and retain engineers and will develop an atmosphere where these technicians and scientists can work fruitfully, and thus this company could cut its costs, improve its production and sales, and increase its profits.

Among the fallacies indulged in by some managements are the following three:

1. By appointing the union leader to the industrial relations post or by transferring the union steward to

a supervisory role in management, union relations will improve and union problems lessen. There is nothing wrong in such moves if the individuals involved are the best available in terms of qualifications. But as a technique it will boomerang. The personnel job and the supervisor's job are too important to be filled by anyone except competent and skilled people.

2. Another fallacy in Human Relations is the idea that by putting in a certain program or system, employee relations and co-operation will automatically improve. Examples, Suggestion Boxes, Cafeteria, Coffee Breaks, Bulletin Boards and Profit Sharing. Without continual and progressive leadership in day by day industrial relations on the part of all supervisors and executives, programs and systems, however enthusiastically they are hailed at their inception, do not have lasting effects.

3. The fallacy of age is one that is really hurting industry and the country. An arbitrary decision by management that executives above a certain age shall not be hired, in many cases has proved not only unfortunate for the job-seeking executive, but a waste of talent and experience that industry and the country cannot afford. This is especially true of Human Relations positions. An executive's ability and skill in Human Relations improves with experience or age, and the richer his experience the more valuable he is to you and your company's profitable operation. In brief, however valuable a personnel or public relations executive is at 35, provided he is in good health and has kept up with his profession, he is all the more valuable to you at 45 than 35 and at 55 than 45.

By way of incidental note, when you seek the services of a management consultant remember that in addition to ability and creativity in his professional field what you are buying essentially is experience.

We have been discussing the fact that key executives in industry talk the language of Human Relations as a method that they employ in their day-by-day relationships, but that in many instances it is more nearly a myth.

But even if key executives are sensitive to people, believe in and practice sound Human Relations and even if the best personnel and public relations executives are hired to head up programs and departments, your Human Relations policies and programs are only as effective as supervision permits and as they are understood and received by the em-

ployees. Here, intelligent management does not assume that all is going well, that its employee relations and communications programs are truly effective, but insists on objectivity. As a result of this need, more and more progressive companies are auditing their Human Relationships as they do their books — periodically, objectively by an outside expert, and are using the facts gained thereby to determine how well they are doing in order to build for the future. The "Human Relations Audit" which has been utilized by several organizations in the New England area was originated and developed by Frank Maria and Associates to meet this growing need for objectivity and research in Human Relations as well as the need for a more creative approach to organizational development.

Everyone agrees that a company is as good as its supervision and that in this modern competitive world only the company that continues to improve will stay ahead. Many companies sponsor training programs or provide training opportunities in supervisory improvement and management development. Yet here there has been a good deal of money spent, time taken, and words written and spoken in training programs that have had little effect in terms of the behavior and attitudes of supervision and management. The mere existence of a training program does not mean that you are doing an effective job in this vital area. Much depends on the quality of your leadership of this function and the authority and backing given the executive responsible. If you, as the chief executive, are allowing training to go on just because "it's expected" or "it's what others are doing", and are not honestly sold on training, the program is severely handicapped. Also, if your supervisors and executives are going to training conferences and institutes because they have to or because "it's expected" or "it's the way to get along in this company", little will happen of consequence.

As a former educator, training director, and personnel and public relations executive, I certainly do believe in training as an important and essential activity for management. But it should be a method not a myth. There are three musts for an effective training program:

1. Top management authority and backing.

2. Quality and creative leadership.

3. The recognition of a need for self-improvement on the part of the individuals taking the training.

If the need for more actual use of the science or art of Human Relations in industry is so obvious, then why is there relatively little application? Why does it seem more a myth than a method? It seems that way for the following reasons:

1. Like salvation and religion, it is the kind of practical ideal that promotes and attracts professors even if they are not practitioners;

2. The results in Human Relations are slow. If handling a man wrong produced the same quick result as running a machine wrong does, more attention would be paid to this phase of management;

3. Success in business is not always dependent on the practice of good human relations. If one enjoys a monopoly, a technical advantage, or if the whole industry is doing well it is possible to do well and not practice fully the principles involved in good human relations in industry;

4. Everyone is an expert in this field. Executives will readily admit their ignorance of or lack of skill in technological matters, but when it comes to working with people, they all think they are as good as the other fellow, if not better;

5. American industry, fortunately for sometime due to abundant resources, has been able to make errors and to waste time and material without serious effect on the economy;

And 6. This, at best, is an intangible field with many uncontrollable variables which make it difficult to assess the effect of activity in this area. Human Relations is a social science not an exact science like the physical sciences. Its very complexity calls for above-average sensitivity, skills and training. In short, it is really much easier to do a job in the other aspects of management and the results are quicker and the evaluation of your performance simpler.

The recognition of a problem is the giant step to its solution, and the encouraging situation is that many progressive industrial executives like yourselves are becoming aware of the need and challenge in the human relations aspects of management and are objectively moving to meet those needs. There are many instances in American industry of companies who have creatively and effectively used the science of human relations as a method. As a direct result they have gained maximum profitable operation in the interest of all the parties concerned. American industry is chiefly responsible for the development of the professions of personnel management and public

(Continued on page 61)

# THE PRESIDENT'S REPORT\*

## Part 1

■ THIS meeting marks the 146th year of the Manufacturers Association and this is the 13th year in a row that we are meeting in the pleasant surroundings of Yale. The Association is deeply appreciative of the University's willingness to have us each year.

I am not going to go into detail here pertaining to this year's activities as the President's annual report to members will be published in the November edition of our Association's magazine, Connecticut Industry.

Last night I returned from Argentina after spending two most interesting weeks there. Going by jet it takes about twelve hours in flying time. We normally think of Argentina as a country producing principally grain and cattle. This was so a few years ago, but the picture is changing very rapidly with industry fast on the move. It is a country of great contrast with tremendous industrial potential. For example, they have some of the most modern service stations with up-to-date testing equipment and yet, at the same time, they have some of the oldest cars that would have been put into museums long ago were they in the United States. Through the help of government decree, they are really pulling themselves up by the bootstraps. By 1964, 90% of all of the parts for automotive production must be produced locally and cannot be imported except by an extremely high surcharge, and there are many articles now the prices of which are almost unbelievable for imported goods. For example, a 1961 Desoto would cost \$30,000. At the present time, the bank rates are high — 10% a year prime rate and for auto financing 2% per month. With this tremendous spurt in internal growth, many American firms are in Argentina with technical assistance agreements or with direct equity ownership, and the opportunities for industrial growth in the country are hard to believe. This has come about under the leadership of President Frondizi. His devotion to growth is effectuating rapid change. Recently, we have read about the problems in



President Carlyle F. Barnes delivers his report to members at the dinner session.

various countries in South America. As far as the president of Argentina is concerned, I would like to quote from an article in the September 8 issue of Time:

"In Buenos Aires, Argentines recognized, in the threat by Brazil's military forces to constitutional government, a parallel to the constant alarms stirred up by Argen-

tina's powerful military brass. But neither could they fail to note the contrast between the fleeing Quadros and their President Arturo Frondizi, whose dogged devotion to office has carried him through 31 distinct crises — military, political, economic — in the past three years."

Certainly, they have their problems, but they are also moving ahead. I had a chance to meet with President Frondizi a week ago Friday and I asked him if there was any message that I could bring back, particularly to this gathering. He said that we are firm in our policy and purpose in strengthening mutual development and stabilization. He said, also, that friendship between the U.S.A. and Argentina up to recently had been words, but the programs of industry in America with industry in Argentina are making this fact. He also stated that the understanding is not only commercially, but culturally and socially.

I have talked a little bit about Argentina because of a personal experience, but take the common market in Europe. Look at the development in Western Germany. What has this to do with the Manufacturers Association of Connecticut? Just this, ten years from now,



Rev. C. Lawson Willard, Jr., opens the evening session by pronouncing the invocation.

\*This portion of the President's Report was delivered verbally at the Evening Session.



or even five, the common markets in Europe or below the equator will become closer and closer to us here in Connecticut and we in Connecticut should be in a position to take advantage of many of these markets in one form or another. American technology is desired in many areas and with Connecticut being a prime industrial state, I am sure we are not going to stick our heads in the sand. In the maintenance of a healthy economy here we must be aware as to what we can do to capitalize on these future opportunities, whether we are a

small, medium or large industry.

As the Manufacturers Association is a service organization, I am going to recommend that the Association put additional efforts into advance planning to see how we can play an increasing part in the expanding world markets. Just what, how, when and where is to be determined, but the effort, I believe, is mandatory. Like the fable of the tortoise and the hare, we as Connecticut industry, like the hare, should not sit down to rest on a mossy covered knoll, but instead should pick a good sharp thistle.

## Part II—Association Activities

■ AS promised during my remarks to members in attendance at our Annual Meeting, September 12, 1961 at Yale University, I submit herewith to all members a report of the Association's activities, by category of services rendered for the year 1961.

### General Assembly

The Association again assumed its role as spokesman for industry during the 1961 session of the General Assembly. Support from individual members by letters, calls and personal contact with legislators was extremely helpful and should be continued on an ever-expanding basis.

Weekly meetings were held with local association representatives during the busy hearing days. At these meetings plans were made for a coordinated presentation of the effect on Connecticut industry of certain pertinent bills.

Complete, up-to-date information was distributed each week to all of our members and local associations relating the progress and status of all important bills, together with a clear synopsis of their meaning and import.

Factual information of a comprehensive nature on several subjects was mailed to all legislators. Their reaction was encouraging and many requested further details. We worked closely at all times with committee chairmen and active committee members.

Officers of the Association met with the leaders of both parties and discussed quite fully the legislative impact in a number of important areas.

A meeting was also held with the Governor to apprise him of industry's view on pending legislation and

to stress the importance of a friendly administrative attitude as a key factor in Connecticut's future prosperity. The discussion was cordial and generally productive.

Some measure of success was achieved in preventing the passage of further restrictive legislation and other measures considered harmful to a favorable business climate. Legislators generally indicated an awareness of the problems of industry but fiscal needs and political expediency prevented the enactment of much needed positive legislation to aid industry.

Faced with the necessity of raising additional revenues to maintain even current programs, unusually large tax increases were enacted. The full impact of the tax increases will not be felt until next year, but it is clear that industry's relative share of contributions to support the activities of the state has been increased substantially. Pressures by business groups to equalize the tax burdens on all taxpayers were rebuffed by the Administration and merely given a sympathetic ear by the Republican leadership. With control of the Senate in the hands of Democrats and the House controlled by Republicans, it was clear at the outset that compromise was indeed necessary. The results of the compromise included reductions in the General Fund budget but little change in the Administration's tax increase proposals. Neither party wished to be tagged with a four percent sales tax on consumers prior to the forthcoming gubernatorial race. This meant that business tax increases had to make up the difference.

The tone of legislative thinking, nevertheless, was encouraging. A friendly attitude toward industry was evident and due consideration was given as to the effect of proposed

legislation upon industry. Many measures deemed harmful to industry were rejected or left to die in committee. The Association's Final Report, distributed in August, covered in detail the major activities of the session, and the legislative attitude has been indicated to some extent by references to bills rejected as well as passed.

We are hopeful that the next session of the General Assembly will continue to recognize its responsibilities to the industrial community as well as to provide the job producers of this state with a "climate" favorable to expansion and development.

### Industrial Relations

The Association continues to solve the day-to-day problems of members created by laws and regulations affecting the employment relationship. Problems which might seem unique to an individual member are quite frequently common to many members, and the Association is in a good position to supply quick solutions.

The information file on arbitrators continues to grow, so that inquiring members can be given an accurate analysis of a particular arbitrator in a particular type of case. More and more members are taking advantage of this service and are supplying reports on arbitrators which become a part of the file.

Through the efforts of the Industrial Relations Committee several revised releases on collective bargaining and other labor relations subjects were made available to the membership. The committee is made up of members seasoned in the field of industrial relations, who provide the benefits of their wide experience in the formulation of policy and the solution of practical problems.

### Federal Legislation

When the new Administration took office in January it proposed an ambitious and expensive program for greatly expanding the role of the federal government in areas traditionally reserved for the states. This program embraced a wide range of activities, including such areas as federal grants for school construction, teachers' salaries, housing, medical care for the aged through social security, aid to depressed areas, extended unemployment compensation coverage, the imposition of minimum standards for unemployment compensation benefits, and a greatly expanded federal program in the field of water pollution control. In addi-

\*This portion of the President's Report was not included in his remarks at the Annual Meeting.



tion, the incoming administration advocated a tax program ostensibly as an incentive to industrial expansion. An increase in the federal minimum wage, a reorganization of the National Labor Relations Board, and an expansion of social security benefits accompanied by increased taxes. Many of the features of the Administration's domestic program were objectionable to industry generally, because they involved a vast increase in government spending and in many cases presented a further intrusion of the federal government into fields historically reserved for the states.

During the year, your Association, acting in concert with other organizations throughout the country, vigorously opposed the enactment of those parts of this program which were considered objectionable. In some cases, such as minimum wage, depressed areas, housing, social security expansion and water pollution, our combined efforts were unsuccessful. In others, such as the extension of unemployment benefits, medical care for the aged, the Administration's tax program, federal aid to education, and NLRB reorganization, our efforts were either successful in whole or in part, or helped to put off Congressional action until next year.

During the entire session, your Association closely followed the course of legislation in these and other matters of particular concern to industry, and kept our members currently advised of the progress of such legislation, through weekly bulletins in order to permit them to express their views to their Representatives in Congress in a timely fashion.

Among the more important pieces of legislation to come before Congress this year was the Boggs' bill to permit business to express its views to local, state and federal legislative bodies without being penalized taxwise. Another was the Association-sponsored Bush-Daddario bill, which would relieve many of our members from the threats of tax collectors from other states. These matters are discussed elsewhere in this report under the heading of "Taxation."

### **Taxation**

At the 1961 session of the General Assembly, many tax bills affecting industry were introduced. The Association's Taxation Committee devoted considerable time and effort during the year to an evaluation of each of these measures and in the formulation of a program to meet the problems they presented. Partly as a result of our efforts, much objection-

able or controversial legislation was defeated, including a proposal to change the allocation formula of the corporation business tax. Although we fought strenuously for the principle that any necessary tax increase should be made on an equitable across-the-board basis, we were unsuccessful in this effort.

During the year, your Association has continued its efforts to relieve our members of the intolerable demands of the tax collectors of other states to act as tax collectors for them. Once again, as in 1960, Senator Bush and Representative Daddario introduced in Congress an Association-sponsored bill which would prevent states from pursuing such demands against out-of-state sellers who merely solicit business in the taxing state through their own salesmen and through independent sales representatives. Although Congress took no action on these bills this year, they did vote to widen the inquiry of Congressional committees charged with the job of studying state taxation of interstate income to include a study of this problem.

Your Association and its Taxation Committee have been working hard in preparation for the Congressional hearings on this subject in order to present the position of industry, with adequate documentation, to the Congressional committee when hearings are held. To this end, a member of your Association staff served on a nationwide task force which worked out a concrete remedial program which we believe will receive the unified support of industry throughout the country. Your Association and many other organizations have already endorsed this program which will be presented to the Congressional committees.

Another sorely needed federal bill which has been strenuously supported during the year by your Association, as well as by a great many business organizations throughout the country is the Boggs' Bill, which would once more permit businessmen to express their views to legislative bodies at any level — town, state or federal — without being penalized by having any expenditures made in this connection disallowed for federal income tax purposes. Although this bill was not enacted by Congress this year, it remains actively on the Congressional agenda for next year, when we hope that the united efforts of industry will succeed in inducing Congress to enact it.

### **Transportation and Foreign Trade**

During the past year common motor carrier rates have been in-

creased in practically all territories. As usual, the greatest burden of these increases has fallen upon small shipments. Vigorously opposing these discriminatory increases, your Association has been successful in delaying the effective date of some rate adjustments. These increased rates have resulted in more private carriage and also in the growth and increased membership in the shipper's cooperative organization that the Association had been instrumental in developing. That organization, the Charter Oak Shippers' Cooperative Association, Incorporated, is now regarded as one of the most efficient and reliable bona-fide shipping associations in the country. It is providing service for its customers to Chicago, Detroit, the Twin Cities and the Pacific Coast at rates considerably lower than those assessed by other services.

In the past year our Transportation Department has handled several hundred requests for vital information on freight rates, routes, classification ratings, service problems and claim adjustments for our members.

Our Transportation Committee has met regularly during the year and has been most helpful in giving advice and assistance to members as well as in providing guidance for the overall activities of the Association in the transportation field.

Our Export Department has increased in frequency the publication of its Foreign Trade Survey, thus bringing to the attention of our members a greater number of export opportunities. Throughout the year the department has continued to supply general service on foreign trade problems dealing with such matters as export controls, marketing abroad, and proper documentation of shipments. Our translation service has enjoyed a high level demand throughout the year, thus giving our members the benefit of speedy service at lower than commercial rates.

The individual members of our Foreign Trade Committee, which has remained on a standby basis, have given generously of their skills and experience in foreign trade, thus assisting the Association in rendering service to members in the export trade field.

### **Group Insurance**

The six MAC insurance plans have continued to show progress during the past year. The Group Life Plan, which is by far the largest, now covers 28,000 employees of 1,072 member firms. The volume of insurance

has passed the \$230,000,000 mark, and the growth trend is continuing, although at a slower pace. During the year \$16,000,000 of insurance was added to the total. The retroactive rate credit, which was divided among the participating companies last fall, amounted to \$4.92 per thousand dollars of coverage. The dollar volume of the refund was an all-time record for our plan, amounting to \$1,037,693, or approximately six times the annual dues income of the Association. Again this fall we expect to distribute another sizeable return.

Under the Major Medical Plan many new accounts were added covering salaried and retired personnel as well as active executive and supervisory people. According to recent figures there were 17,200 employees and dependents covered under the plan, with several additions being processed at this time. Although expenses which this type of coverage intends to insure have been increasing month by month our experience during the year was favorable enough to permit us to disburse a 17% rate credit to the member companies involved.

The MAC Supplemental Hospitalization Plan is continuing at a steady pace. We do not expect much more growth in this plan since major medical coverage very often fills the need for any supplemental hospitalization insurance. However, a great many member companies still find this plan attractive and many claims were paid during the year. We were able to return 13% of total premium paid at the end of the year, after claims and expenses, another notable dollar saving to members participating in this program.

Another coverage, whose claims seem to rise in proportion to the number of unemployed, is weekly indemnity insurance. During the past year, as something less than excellent business conditions prevailed, many more claims were paid under the MAC Sickness and Accident Plan than during the prior year. Although our initial rate is considerably lower than the manual rate charged by insurance carriers, we were still able to return 15% of the total premium involved. Several more companies came into the plan which now insures 5,200 employees.

The Travel Accident plan continues its steady growth. Many companies have revised their coverage to include more risks and more people. Since this is written on a blanket basis, we find that nearly 18,000 people have the benefit of this coverage while they are traveling on business for their employers.

The Association's Retirement Plan for member companies went into effect this year, and 23 companies now cover their eligible employees under this formal plan. As stated last year when this plan was being formulated, it is mainly for the small member who finds it difficult to get into a plan of this kind with a minimum of expense and a minimum of time in evaluating the advantages and disadvantages of the many types and provisions of pension plans. The 23 companies already participating have provided a pension plan for 240 employees. We are informed by the insurance company that many more are interested, and since this type of plan is usually discussed and acted upon toward the end of the year, we can expect several more entrants before next January 1. It is interesting to note that when this plan was announced over 400 companies signified their interest in the plan. They were contacted by representatives of the insurance company, and were given a basic course in the rudiments of pensions and retirement plans.

#### Public Relations

The tempo of Association activities in the area of public relations and communication has been stepped up quietly but effectively during the past year.

In each major sector of communication with general and specific publics, new projects, some of them of a continuing nature, have been developed and accomplished.

The goal of the Association's PR operation continues, as in the past, to be a double-barreled one: First, to stress to the public at large the positive factors of Connecticut industry and its vital importance to the entire economy of the state; and second, to assist member companies with PR problems.

Indications that the Association is on the right track in the field of communication come from the growing number of requests from all news media groups for material and information, both about industry in general and the Association in particular.

Following is a rundown of PR activities in specific fields.

**Newspapers and Magazines**—Within Connecticut both the daily and weekly press and the two wire services use our material continually. The clipping file indicates wide acceptance of MAC news material. Out of state, a number of other industrial associations use PR material prepared for MAC members very frequently.

**Radio and TV**—Both media use our news material steadily and also have sought staff and executive personnel of the Association for various live and filmed TV presentations. High spot of this activity was a half-hour public service feature presented over WHNB-TV, Channel 30 (West Hartford) in June. The round-table presentation was titled "Connecticut Industry—Its Contribution to the State's Economy." This feature was an operation of MAC's PR department.

**Mailing Pieces**—A number of special printed features was prepared during the year, in addition to the semi-monthly PR Bulletins and the monthly PR feature in the Association magazine. These included the Industrial Review (six issues a year to a list of 600 community leaders and opinion molders not connected with industry); a book version of the 1960 newspaper series on basic industries in the state (sent to all schools and libraries in the state); a mailing piece detailing the serious dangers of increasing unemployment compensation (especially effective with legislators); pieces created to attract support for the Boggs Bill in Congress, legislation aimed at killing the IRS ruling, which makes income tax claims for the cost of legislative activity disallowable; a "services" piece for members spelling out precisely what the Association can and does do in specific fields to assist members with problems.

**Speaking Activities**—In addition to the Speakers Bureau, now in its seventh year, two distinctly different speaking projects were put into operation during the year. One of these was a series of three talks called the Industrial Economics Forum. It was presented by three of our management leaders to students at Trinity College and at the University of Bridgeport. In addition, a series of talks aimed at senior high school boys and girls which was designed to stress for them the vitality of the free enterprise system and what it meant to each of them in personal, local terms, has been started and will continue during the 1961-62 school year.

**Motion Pictures**—In co-operation with a commercial film group in Westport the Association is now starting preparations for a 22-minute black-and-white sound film to be used as a recruiting film for all Connecticut industry. Costs of the project are being underwritten by companies throughout the state although it will be presented as an Association public service.

(Continued on page 47)

# Today's Challenge — Tomorrow's Heritage

Address Delivered at Evening Session

By HON. HAROLD W. HANDLEY  
Former Governor of Indiana

**ED. NOTE.** Mr. Handley left office on January 9 at the end of a four-year term, since the Indiana state Constitution permits a governor to serve only one four-year term in every eight years. He became president of Handley, Gross, Luck and Miller, an Indianapolis advertising and public relations firm, in May 1961.

■ TONIGHT I'd like to discuss with you a most important subject—"Today's challenge — Tomorrow's heritage."

What we accept today as the challenge of the present unmistakably conditions the heritage of the future. Therefore what we fail to do today is almost as important as what we are achieving.

Where the citizen retains control over his government, his prosperity and progress are possible. But where government becomes dominant, we know from history the tragic results. Our United States of America is an amalgamation of several separate, sovereign states. Constitutional provisions deliberately limit the power of central government. The purpose of this arrangement was to make sure that individual Americans, under God, might be a free people.

But the process whereby our Constitution and our individual freedoms are now being annulled by Acts of Congress and by court decrees includes an all-out assault against state and local government. Washington is pictured as the sole salvation for all problems.

"Governments, like clocks, go from the motion men give them, and as governments are made and moved by men, so by them they are ruined also. Therefore governments depend on men rather than men upon governments." — William Penn — 1644-1718.

Only a strong America can be a secure America. But we cannot be strong unless our productive and marketing processes are free.

We cannot be strong unless the exercise of our national genius for invention and research is unrestricted.

Shortly after the Constitution was

signed in Independence Hall, Philadelphia, on September 17, 1787, a woman asked Benjamin Franklin:

"What have we got, Dr. Franklin?"

"Madame," he replied, "We have a republic, if we can keep it!"

Nearly a hundred years later a somewhat similar question was put to James Russell Lowell, then American Minister in Great Britain.

"How long," Lowell was asked, "will the American republic endure?"

Lowell's answer was crisp and to the point:

"As long as the ideas of the men who made it continue to be dominant."

The very survival of our Nation depends on what you personally do to see that those "ideas" are respected in theory and practice.

What of the ideas of these founders of the republic? Are we facing the twilight of our republic? We certainly hope not, but we do know we're headed in that direction. Why? Simply because the American people have abandoned the system of government which made their nation outstanding. They have allowed themselves to be led, bribed, conned, frightened, cajoled, and pushed away from a system of individual initiative and free enterprise into the wasting disease that is the "Welfare State." Instead of the government depending on the people for its support, the people more and more are depending on government for their support. It seems to me it's high time that the American people rid themselves of the childish misconception that the government can give them something for nothing.

And it is time that every American realize: That no unit of government can give a dollar until it first takes that dollar.

And it's high time that some members of Congress quit trying to repeal the law of economics. There are too many Galbraiths, Schlessingers and other followers of Maynard Keynes who think we can put this country on a raft of government doles and deficits and somehow make it float upstream — and they'll howl down the chap who dares to mention debt and inflation.



Harold W. Handley, former Governor of Indiana, delivering the Annual Meeting's featured address.

And certainly it's time that the American people awaken to the fact that any government big enough to give you everything you want is powerful enough to take everything you have.

When an employer can no longer break even, he must lay off his employees.

When a farmer can no longer balance his budget, he must abandon his farm.

Pensions, life savings, annuities and endowments all melt away under the burning flames of inflation.

New ideas we certainly must have. Differences of opinion we should always weigh carefully, and if they merit it, we should proffer respect, but we should always remember that it was ingenuity, creativity, constructive and rational thinking, combined with hard work, that have brought America to her present eminence.

The jet and atom age has so shrunk the size of the world that economic competition is now global.

In this competition for both domestic and world markets, wages, profits and corporate taxes must all be held in check and supplemented by the highest efficiency in production.

Otherwise we suffer the consequences of being undersold, underbid and undercut by every competitor throughout the far-flung countries of the world.

No amount of government hocus-pocus can expand exports when our goods are no longer competitive. We



can't stop for long the outflow of American gold by increasing the pressures which are compelling us to price ourselves out of foreign and domestic markets.

We must get back to free, productive effort instead of chasing the tail of federal domination and bureaucratic control.

Whenever I hear a hard-charging discussion of unemployment I am prompted to ask if those participating in the discussion fully understand the mechanics of employment.

Basically we start with an idea, then we procure the capital to finance that idea, then we must create a market, and then come the machinery and the employees to manufacture this product at a cost the market will bear.

All of these steps modify one another. If there is a serious dislocation of any one of them, the result is unemployment. This cycle is not a mere academic concept. It is an economic fact.

Yet the most basic fact of all is that the heart of any nation's economic strength is the soundness of its government's finance. This is of primary concern to all thinking Americans.

Leadership, ability, competence and common sense — all combined with some intestinal fortitude — are the requisites needed today in this world aflame.

Union leaders should remember that without industry there will be no unions. And industry must remember that without labor and farmers there will be no markets. And all should remember that the entire fabric of our free system is sustained by our ability to compete in the world markets as well as the domestic.

Russia apparently has approached a sufficient equality with us in atomic weapons and rockets to profess the existence of a virtual military stalemate. So Moscow is now attacking the capitalistic system at its solar plexus — the confidence of the world in the strength and stability of the American dollar.

But while we are dissipating our gold, through ignoring every fundamental of economics, the Russians are hoarding theirs. They are putting their hands on every dollar they can find, and are operating their own extensive gold mines with feverish haste.

More than three years ago it was predicted that we would wake up some morning and find the Russian ruble on the gold standard. I have observed nothing since to alter this prediction. And I dread to think what such a move would do to our posi-

tion in the money markets of the world.

We have been lured into rash and unnecessary adventures in making some foreign grants—above and beyond the help which was actually needed by countries who might contribute to our own national security.

We have permitted the creation of an extravagant system of grants and give-aways here on this continent.

We have been induced to disregard the age-old laws of economics and embark on a series of deficit budgets which have forced down the value of our money at the same time our gold reserves were being ominously reduced.

A stabilized dollar assures high wages and prosperous times but the road to ruin is paved with cheap money.

There has arisen in America these last 30 years the doctrine of the domination of supergovernment. This country now seems to owe everyone a living — the rich heritage of our past is now represented by the image of a mother hen instead of the American eagle!

When one tries to determine why this dynamic, vigorous and wealthy Nation has been placed on the defensive throughout the capitals of the world, it finally becomes evident that the nerve gas which has been weakening our will, softening our resistance, and penalizing our productivity, is the steady dosage of the bad medicine of the John Maynard Keynes disciples and their Fabian Socialist partners.

This group of pseudo-intellectuals has been infiltrating into many of our universities and colleges throughout the country, as well as high places in government, over the past 30 years, and teaching a philosophy of big government, big spending, bureaucratic controls, and the annihilation of state sovereignty.

Such thinking does not bear the label of Marxism or Communism, but is known as Keynesism—so called after John Maynard Keynes, British economist, (1893-1946), whose teachings today are considered an ideal base for British and American Socialists.

This quack program of complete government domination, bureaucratic controls and confiscatory taxes received its clinical testing in Great Britain and is now working its destruction on the economy, prestige and freedoms of the only hope left of the free world — our country.

This false philosophy, better known as Fabian Socialism, has been properly described as "Not an economic theory, but a weapon of political

conspiracy", and all arguments against this dogma of despair are termed "reactionary."

The list of Fabian followers in this country advocating the subversion of our constitutional form of government is a long one, but every name has been exposed to the American people for their public pronouncements of Communist appeasement and softness and by their open contempt for our free enterprise system. They loudly claim their rights under the Constitution with the obvious intention of destroying both rights and the Constitution at the first opportunity.

Read any account of the Fifth Columnist activities in this country, of our soft and unrealistic appraisal of the Kremlin, the bitter denunciation of the American businessman, of those who advocate deficit spending and the free-wheeling welfare state; and you will recognize the same names over and over again — the people who have put the United States of America on the defensive throughout the world against the aggressive policies of Russia and Red China. They believe in CO-EXISTENCE.

Over 100 years ago Abraham Lincoln said that if this country were ever to be destroyed it would be from within, and not from without.

Washington today constitutes the biggest employer, the biggest manager, the biggest consumer, the biggest stockholder and the biggest property owner.

The barometer of all business is Washington. The biggest bull and the biggest bear are Washington.

The federal government now buys 15% of all goods and services produced in the United States. And it distributes more than 20% of our total personal income.

If the present trend continues, the federal government itself will become the biggest threat to America's eminently successful free enterprise system.

There is a story which tells about a King who wanted to have economics explained to him simply and briefly — and the job was done for him in these words:

"There is no such thing as a free lunch."

What many of us seem to be doing in America today is somehow trying to get more golden eggs out of the goose that lays the golden eggs. Different groups approach the goose differently. Some groups say "I'll squeeze the goose and more eggs will come out somehow or other." Some people in government say "I'll eat the goose and lay the eggs

(Continued on page 62)





## *Frail and Mighty Messenger*

One of the finest expressions of democracy is the trade association, by virtue of which men agree that there are certain areas in which they will not compete with one another but will work for the common good.

There are some 4,000 trade associations in the United States, but oldest of all is the Writing Paper Manufacturers Association, founded in Pittsfield, Massachusetts, just 100 years ago.

It is appropriate that this is so, that the makers of writing paper should serve as exemplars of unity, for the product of their business, the reason for their being, is that frail and mighty messenger by which people can so well be brought together.

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# News Forum

**This department includes a digest of news and comment about Connecticut industry of interest to management and others desiring to follow industrial news and trends.**

♦ **ALFRED C. HAEMER** has joined Veeder-Root, Inc., Hartford, as manufacturing manager.

Mr. Haemer was formerly engaged in management consulting work with Cole and Associates, following a year and a half with Farrington Electronics, Incorporated, Needham Heights, Mass. At Farrington he was vice president-manufacturing.

♦ **MANSAYER Industries, Incorporated**, New Haven, which manages and finances the sales of small companies in related but non-competitive fields, has been appointed exclusive sales managers for Mill Accessories, Incorporated.

Mill Accessories has been formed to design, build and market such equipment as coil upenders, special conveyors, special elevating equipment, and other special equipment.

♦ **THE DEVELOPMENT** of special equipment to cut and strip ultrafine Teflon lead wires automatically, in sizes as fine as AWG 36 consisting of seven strands of #44 wire, has been announced by The Electronic Coil Corp., Plainville.

Raymond B. Gorski, president, stated that the equipment was developed

primarily because of the rigid military specifications regarding minute nicking of conductors used in miniaturized military components.

♦ **A PAPER** that withstands temperatures as high as 3,000° F in intermittent operation was announced recently by C. H. Dexter & Sons, Inc., Windsor Locks. Made from quartz fibers, the new paper is designed for high temperature applications such as missile nose cone shielding.

In addition to its ability to withstand high heat, the new paper can also be used with cryogenic products in temperatures as low as -4590° F.

Uses for the new paper include thermal blanket and high temperature laminates, and it can be impregnated by the user with phenolic resin for ablation and heat shielding applications where standard paper form is not suitable.

The new paper is one of a series of papers made by Dexter from unusual natural and man-made fibers. Other papers in this series are made from glass and ceramic fibers. All are available in either sheet or roll form, in thicknesses of .0015 to .085 inches and in widths of from one-half to 84 inches. Each order for paper

in this group is custom tailored to the customer's specifications.

♦ **THE ARROW-HART & HEGEMAN ELECTRIC COMPANY** of Hartford has announced the development of Type "S" components which are factory-installed in its 2-circuit and 4-circuit Plug Fuse Blocks for 100 and 200 Amp Add-On Service Equipment. According to the manufacturer, these new type "S" components cannot be removed by home owners and they permit the insertion of 15 amp Type "S" fuses only, thereby positively preventing over-fusing of circuits and assuring compliance with code requirements wherever those requirements make this protection mandatory.

In making available 2-circuit and 4-circuit Plug Fuse Blocks with built-in Type "S" components, Arrow-Hart says it has extended the range of applications for its 100 and 200 Amp Add-on Service Equipment and provided an important added safety feature.

♦ **THE PROMOTION** of Donald Ramaker to chief of design of the engineering department at Hamilton Standard, division of United Aircraft Corporation, has been announced by Donald G. Richards, engineering manager.

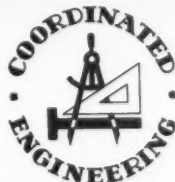
He started at Hamilton Standard in 1940 as a test engineer and moved up to assistant project engineer, project engineer and senior project engineer. He became development engineer in 1960 and recently was responsible for development of aircraft environmental conditioning systems, jet engine starters, and turbo-machinery.

♦ **A NEW** dual speed hysteresis

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synchronous motor, offering stable outputs of 300 or 600 rpm insensitive to voltage changes, and whose inherent ruggedness allows it to be used continuously without shutoff, has been announced by Beau Electronics, Inc.

Designated as the Type 5003 A.C. motor, the new device was designed to drive large inertial masses at a truly constant rate of speed. The motor's integrated drive, which the manufacturer states is not available elsewhere, eliminates the need for dual output shafts and dynamically balanced flywheels while maintaining close tolerances on the output shaft.

A 15,000 square foot plant on Connecticut Avenue in South Norwalk has been purchased by the Perkin-Elmer Corporation from Industries Development Corporation.

Perkin-Elmer has been leasing the plant since 1956. The building is used by the Electro-Optical Division, which develops optical and electronic-optical systems for space and defense programs.

♦ TO EMPHASIZE new tool and product development and to strengthen field engineering services, Stanley Steel Strapping, division of The Stanley Works, has announced two engineering appointments.

Ira G. Cruckshank was appointed to the new post of manager of engineering. He will direct and coordinate the activities of the product engineering, field engineering and quality control departments.

Mr. Cruckshank, who had been with the General Electric Company since 1946, comes to Stanley from a position of manager of manufacturing engineering for G.E.'s Hotpoint Division.

Donald T. Armington was appointed to the new post of chief field engineer. His responsibilities will be to provide technical assistance to the sales department in the investigation and installation of packaging and materials handling systems for all industries.

♦ JAMES E. DUFF has been named vice president in charge of marketing of the Cuno Engineering Corporation, Meriden, a subsidiary of American Machine & Foundry Company.

Mr. Duff was formerly general sales manager of Joy Manufacturing Company's Electrical Products division, St. Louis, Mo. He was previously associated with Cuno from 1954 to 1957 as eastern district sales manager and from 1951 to 1954 as advertising and sales promotion manager.

♦ THE OPERATIONS of The Red Star Company, Bridgeport, have been

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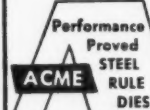
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transferred to the company's newly-purchased plant at 1525 Railroad Avenue. The company employs about 50 people, most of whom are women, in the 15,000 square foot one-story building.

The company produces elastic web notions, mostly replacement items such as hose supporters, shoulder straps, etc., for foundation garments, sanitary goods for hospitals and hospital supply companies.

♦ A NEW CHROMATE conversion coating in dry powder form for zinc and cadmium that is said to provide the high corrosion protection of olive drab at less than half the cost is fully described in Technical Data Sheet No. 130, a four-page usage and instruction sheet prepared by MacDermid Incorporated, Waterbury, manufacturer of metal cleaning, plating and finishing chemicals.

Called MACro Bronze No. 4, the product enables the operator to control the bath merely by eye. By varying immersion time, the desired amount of corrosion protection can be obtained.

♦ ROBERT M. BARTO, JR. has been appointed manager of quality control for Veeder-Root Incorporated, Hartford, manufacturers of mechanical computers and precision counting instruments.

Mr. Barto had been manager of quality control and inspection for the past five years with the Nuclear Division of Combustion Engineering, Inc., Windsor.

♦ CAPTAIN Richard L. Duncan, U. S. Navy (retired), has joined United Aircraft Corporation as assistant to Perry W. Pratt, vice president and chief scientist. He will be a member of the advanced planning staff, specializing in propulsion systems.

A graduate of Purdue University with a Ph. D. degree in aeronautical engineering and a bachelor's degree in electrical engineering, Captain Duncan served with the U. S. Navy for 24 years before his retirement on August 1.

He was assistant director of the nuclear propulsion division of the Bureau of Aeronautics for three years prior to being assigned in 1959 as Bureau of Weapons representative at Pratt & Whitney Aircraft in East Hartford. He also served as a member of the National Aeronautics and Space Administration research advisory committee for nuclear energy processes.

♦ THE LARGEST thermoplastic extruder ever built by Davis-Standard, division of Franklin Research

& Development Corp., Mystic, was shipped recently to a customer in Texas.

Designed with a barrel diameter of eight inches, the new machine is capable of processing up to one ton of molten plastic material per hour, and will be used to prepare resins for plastic bottle molders.

In announcing this development to assembled employees at a brief ceremony, Philip C. Greene, division manager, noted that an extruder of this size and capacity expands Davis-Standard's market to include raw material suppliers, the chem-

ical companies who will produce some 281 million pounds of basic plastics this year.

♦ THE "HUBBELL-TROL", a dramatic new type of electric light dimmer, which operates both incandescent and rapid-start fluorescent lights on the same circuit by means of an inconspicuous control switch fitting any standard 2" switchbox, has been announced by Harvey Hubbell, Incorporated, Bridgeport.

Because its transformer can be remotely surface mounted in a basement, attic or nearby closet, the



When you have need of a special tool, precision electro-mechanical or mechanical part, component, assembly or prototype, usually the question pops into mind "Should we buy it...or try to make it?"

Through our dealings with customers in various fields, we've become somewhat expert on "make or buy" and have collected a file of studies that may interest you. We will be happy to share them with you at any time.

Of course we'd like you to buy from us; but each case is unique, and we treat it as such, impartially, letting the chips fall where they may. If you would like to do a little thinking on the subject, here is a preliminary checklist to start you off:

## make...

...if you can conscientiously divert the time and abilities of "key" people from profitable production operations to the problems of a tool-room or special production department.

...if you can afford the extra year-round payroll for highly paid, specialized craftsmen, whose assignments may often require less than their top skills, and less than their full time.

...if you don't mind paying more (due to hidden extra costs like overhead, inefficient production, etc.) for jobs done in your own tool-room.

## buy...

...if you want expert help with specialized manpower, equipment and experience in the particular tooling or high-precision machining you need.

...if you want to avoid tying up capital and floor space in facilities that have no part in your normal operations.

...if your top and intermediate executives will have to assume responsibilities for which they may have little training, experience or liking, when they should be profitably producing and selling your main product line.

For a comprehensive analysis of your own "make or buy" problem come see us. The exchange of ideas will be broadening to both of us and we are sure it will help you arrive at the right decision.



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The dimmer also provides a safety factor because, due to the remote surface mounting of its cast aluminum transformer box, no heat is generated inside the walls. Protection against overloads or short circuits is provided by a circuit breaker supplied with the unit.

♦ THE STATE Testing Laboratory, Inc., Bridgeport, an independent commercial testing laboratory, has announced the recent purchase of a 10 Curie Cobalt source by application of an Atomic Energy Commission license.

The laboratory is capable of carrying this portable radioisotope for testing purposes into all fields of construction and industrial manufacturing throughout the entire area.

♦ WILLIAM K. HOOPER has been elected a director of Republic Foil, Inc., Danbury, it has been announced by John W. Douglas, president of the company.

Mr. Hooper, vice president-marketing for Republic, was graduated from Massachusetts Institute of Technology in 1941 and during World War II served as a Captain in the Army Signal Corps.

Formerly employed by Sperry Products, Inc., of Danbury, as assistant general manager, he joined Republic in 1956 as manager of the company's high purity etched foil operations. At the same time he supervised the firm's research and development program. In 1958 he was elected vice president and in 1960 was appointed to his present position.

♦ TO MEET a broad range of temperature, electrical and physical problems in the electronic data processing and appliance industries, Brand-Rex Division, American Enka Corporation, has introduced Turbo-temp Teflon FEP/Nylon wire. A tin coated solid copper hook-up wire, it is insulated with fluorinated ethylene propylene and is jacketed with nylon.

The material is suitable for continuous operation range of  $-55^{\circ}$  to  $+120^{\circ}\text{C}$  at 300 volts RMS. The new wire has low capacitance and low dielectric constant, with minimum change over a wide range of frequency and temperature conditions.

◆ **HIGH PRECISION** Equipment, Ltd., Bletchley, Bucks, England, has been named as a manufacturing licensee by The Baird Machine Company, Stratford. The announcement was issued jointly by Durwood A. Blaisdell, Baird executive vice president, J. E. L. Robinson and William W. Hapgood, H.P.E. chairman and managing director, respectively.

The agreement between the two companies involves the right of High Precision, Ltd. to manufacture Baird 76-H and 78-H chucking machines and to distribute throughout the British Commonwealth and the European Common Market countries.

◆ **IN A MOVE** designed to capture a greater share of the strip aluminum business, the Bridgeport Rolling Mills Company, Bridgeport, has realigned its marketing department responsibilities, appointing Gary V. Tomson, East Coast sales representative and James O'Brien, market research analyst.

A graduate of the University of Oregon, Mr. Tomson has had heavy experience in the marketing of aluminum. Formerly with Kaiser Aluminum and with the A. R. Purdy Company, New Jersey metal distributors, he will have the primary

responsibilities of providing Bridgeport Rolling Mills customers with greater technical assistance and of expanding the company's coverage of aluminum markets.

Mr. O'Brien joined Bridgeport Rolling Mills in August of this year to set up a formal market research department. He was formerly with the American Standard Company, New York, where he was a market research analyst in the firm's plumbing and heating division.

◆ **HI-G, INC.**, Windsor Locks, has announced a \$250,000 building expansion which will double their present production space to 46,000 square feet.

Alven Lukash, treasurer, stated that the addition was necessitated by rapidly increasing demands for the company's line of balanced rotary armature relays, particularly designed for application in the missile and aircraft industries. Ground support programming and computing equipment, both stationary and mobile, also use large quantities of these miniature products. Hi-G produces these relays in a wide range, from 1/2" cubes containing a single switching function, to units approximately 1" in diameter and 2 1/2" long,



Bronze telephone booth manufactured by Sherron Metallic Corporation is shown in lobby of Chase Brass & Copper Co., Waterbury. Glenn Bakken, president of Chase, says this new line of standard bronze booth provides architects and building owners with the first booth that really harmonizes with the bronze decor and architectural applications that have become increasingly popular in modern buildings. Chase manufactured the bronze used in the booth and supplied Sherron with technical assistance in finishing the metal to achieve a long-lasting, tarnish-free, "gold" effect.

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containing up to eight switching functions.

A part of the new facilities will be devoted to Hi-G's extensive product expansion program which includes solid state switching devices employing the latest transistor techniques, time delay systems utilizing both relay and solid state circuitry, and special devices for program sequence of switching, counting mechanisms, and proper sequencing or phasing of specific voltages.

♦ A NEW, six-page, fully illustrated brochure describing in detail its line of wet blast units is available from Pressure Blast Manufacturing Company, Inc., Manchester.

In addition to photographs and dimensioned drawings on each of the eight units in the standard Pressure Blast wet blast equipment line, the new literature includes explanatory data on the difference between "High Velocity" and "Regular Velocity" wet blasting processes, optional attachments for standard manually operated machines, special nozzles, abrasives, etc.

♦ GARTH W. EDWARDS has been elected vice president-finance, of The Stanley Works, New Britain. Director-finance for the past year, he succeeds Walter C. Milkey, who retired as vice president-finance at the end of 1960.

Mr. Edwards joined the Stanley Works in August 1960 from Sylvania-Corning Nuclear Corp. where he had been a director of the company, treasurer, controller and manager of commercial production since 1957. Previously he was controller of the Atomic Energy Division, Sylvania Electric Products, Inc., and from 1950 to 1956 was assistant manager, Savannah River Operations Office, U. S. Atomic Energy Commission.

♦ A FOUR-PAGE, illustrated brochure on a special process (S-19) brass strip is now available from Chase Brass & Copper Co., Waterbury. Cost savings, characteristics, applications, and performance of the strip are described in the brochure.

Among the claims made for the strip are that it has a superfine grain that is uniform in structure and that it is extremely scratch and dent resistant. Also, it buffs or polishes much more readily than conventional material.

Copies of the brochure are available from Chase nationwide warehouses and sales offices, or from the company's general offices in Waterbury.

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members of the staff of the Connecticut Development Commission was announced by Sidney A. Edwards, managing director.

Charles E. Hills, market research co-ordinator for the past seven years, has been advanced to the post of chief to the Division of Economics Research, Lloyd J. French, an industrial research associate with the Commission since 1952, has been promoted to the position of market research co-ordinator.

♦ A NEW multiple pulse X-ray system capable of charting the performance of totally enclosed moving parts has created a new dimension in environmental test studies, according to MB Electronics, a Division of Textron Electronics, Inc., New Haven.

The pulsed X-ray system, the first of its kind, was developed by Zenith Radio Research Corporation. It is being marketed in the environmental testing field by MB, a pioneer in the field of vibration test equipment.

"Through the use of pulsed X-rays, the nature of hidden component performance and failure under test can be probed to an extent never before possible," according to Galt B. Booth, technical director of MB.

♦ APPOINTMENT of James W. Elliott to the newly-created position of engineering vice president of The American Hardware Corporation, New Britain, has been announced by David Muirhead, president.

Mr. Elliott's new responsibilities will encompass research and development on new and existing products for the parent corporation, its divisions and subsidiaries, Mr. Muirhead said.

Since 1957 Mr. Elliott has been vice president, director, and general manager of International Hardware Company of Canada, Ltd., Belleville, Ontario, a wholly-owned subsidiary of American Hardware. Dawson Boyd, general sales manager of the Corbin Lock Division of International Hardware, will replace Mr. Elliott as general manager of the Canadian company.

♦ BARNES Engineering Company, Stamford, manufacturer of infrared devices, has moved into the analytical infrared instrument market by signing an agreement to acquire Connecticut Instrument Corp., Wilton. The announcement was made by Dr. R. Bowling Barnes, president.

Connecticut Instrument will become a subsidiary of Barnes Engineering Co., and will be headed by Paul Wilks, now vice president of Connecticut Instrument Corp.

"The acquisition", Dr. Barnes stated, "will add a new dimension to Barnes Engineering Co., which has, until now, been devoting its efforts principally to military and space applications of infrared and electro-optical devices. Connecticut Instrument Corporation will facilitate the introduction of product lines associated with the analytical instrument market without interrupting important Government projects."

♦ A "HEARING ASSISTOR," the first miniature sound amplifier housed in a capsule which can be snapped in and out of specially made

eyeglass frames was introduced recently by Accousticon International, a division of Dictograph Products, Inc.

The new device is expected to provide unique advantages for the wearer and is expected to be a significant factor in overcoming traditional resistance to the use of hearing instruments.

The transistorized device, called the Herald, has features unavailable in conventional eyeglass hearing aids such as interchangeability with a variety of frames which can save wearer hundreds of dollars, ease of servicing, and a radically new de-

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sign that makes it virtually undetectable as a hearing instrument, according to Malte J. Carlson, Dictograph president.

♦ **FACILITIES** for workpiece movement, special tooling and post wet blast operations such as rinsing, drying, etc., are all incorporated in a new standard "automated" wet blast unit announced by Pressure Blast Manufacturing Company, Inc., Manchester.

Called the Rotomatic, the machine is said to be the first standard wet blast unit to be introduced which is automated in such a way as to be easily adaptable to a wide variety of wet blast finishing applications where high speed output is required.

♦ **THE BARDEN CORPORATION**, Danbury, manufacturers of precision ball bearings, has introduced a new line of lower priced, single-unit pre-loaded bearings designed to eliminate free end-shake and accidental mismatching of bearings belonging to different pairs.

Known as "Pre-Paired," the pre-loaded bearings are the result of a new manufacturing process. The new method joins permanently the two inner (or outer) rings of a pair while offsetting the two outer (or inner) rings by means of precision shims. The two bearings of a matching duplex pair then become a single unit permanently preloaded.

The advantages are said to be lower price, free end-shake removed, easier to handle, mismatching of individual bearings eliminated. The bonded pairs are designed for gear trains, computer assemblies and other volume applications for which conventional preloaded bearings may be too costly.

♦ **KAMAN Aircraft Corporation**, Bloomfield, has announced that it has rehired a substantial number of persons affected by its temporary layoff last May.

A. R. Baldwin, director of indus-

trial relations, said that many new positions had opened up recently and in line with company policy and plans at the time of the layoff, the company had contacted all qualified eligible personnel. Because of an intensive build up in certain areas of Kaman's activities, the Bloomfield helicopter manufacturer is also seeking additional employees.

♦ **THE VERY VERSATILE** steel rule dies for precisely cutting simple and complex shapes in paper, felt, linoleum, cork, leather, rubber, plastic and all soft-goods materials are described in detail in a new brochure, "Steel Rule Diemaking," published by Acme Steel Rule Die Corporation, 210 Baldwin Street, Waterbury 20.

Also included in the brochure is a description and outline of uses for the newly-developed, unique method of building metal-cutting dies using steel rule diemaking techniques. These dies cut costs an average of 70-per cent and are usually delivered within one week. They cut metal up to 1/8 inch thick including steel, copper, brass, bronze, aluminum and many of the commonly used metal alloys.

The brochure gives a complete insight into the making of both steel rule dies and the new Acme metal-cutting dies from initial planning and layout through final quality inspection and delivery. It is illustrated with sixteen operation photos and prepared as a standard 8 1/2" by 11" reference.

♦ **THE MITCHELL-BRADFORD Chemical Company** has announced a new product "Buf-Comp Remover," a new cleaner designed specifically for removing buffing compounds which heretofore have caused stubborn cleaning problems.

"Buf-Comp Remover" is a combination of the latest developments in liquid detergents and penetrants. It is used two to five ounces of "Buf-



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Comp Remover" per gallon of water and operated at a temperature of 160°F and, if necessary, to boiling. The parts to be cleaned are immersed in the cleaning solution, which is mixed in the above recommended proportions until the "Buf-Comp" is thoroughly rinsed from the work.

The action of the cleaner is to penetrate under the buffing compound dissolving soluble compounds and loosening insoluble ones which will peel off, or fall off by slight agitation in the cleaning solution, or in the final rinsing. It is recommended for cleaning steel, copper and copper alloys (brasses and bronzes) zinc, aluminum and many other types of metals and electroplated surfaces.

♦ GARTER springs of improved reliability and strength have been announced by Associated Spring Corporation, Bristol. Available in a wide range of commercial sizes in compression and extension types, they extend the range of uses for garter springs into the area of exacting high load and severe service applications.

The new garter springs were made possible through development of a positive end connection (patented), designated Interlok® which provides smooth continuity of O. D. across the joint. Extensive tests have shown that the Interlok connection will remain secure even when excessive stresses cause deformation of the spring.

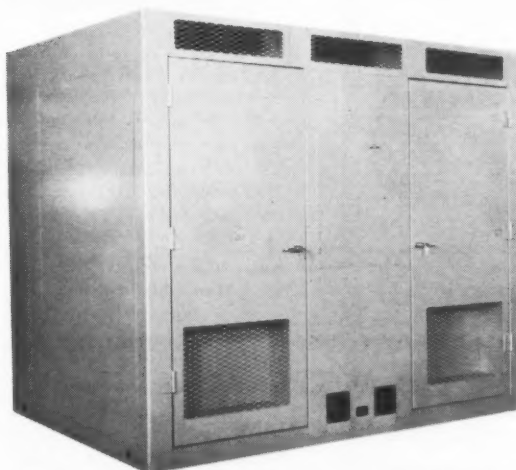
Demanded by the increasingly difficult design problems in meeting stringent requirements efficiently and at low cost, the new Interlok garter springs are available in standard spring materials. Among their design applications are oil seals, diaphragms, drive belts, brush holders, clutch segments, special fasteners, retainers, expanders, connectors, and O-rings.

♦ DAVID M. LANCASTER has been appointed manager of government sales by The Teleregister Corporation, which designs, builds and services on-line electronic data processing and communication systems.

Mr. Lancaster was previously manager of Federal Government Sales in Washington, D.C. for the computer division of Philco Corporation and prior to that was a computer engineer with the Southern Railway Corporation.

♦ PITNEY-BOWES, INC., Stamford, has announced the appointment of Lee F. Sepin, assistant comptroller, to the new post of financial assist-

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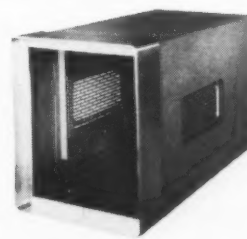
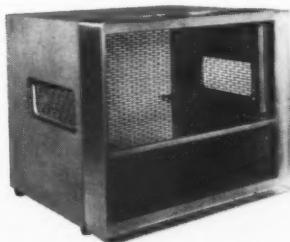


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ant to the vice president for international operations. Mr. Sepin's international division responsibilities will include the financial liaison, here and abroad, with the firm's other divisions and subsidiaries, according to Frederick Bowes, Jr., international operations chief.

At the same time it was announced that Mr. Sepin would be succeeded as assistant comptroller by Irving E. Burger, Jr., manager of cost accounting.

♦ **JOSEPH H. ROBERTS, JR.**, president of Edgcomb Steel of New England, Inc., Milford, has been elected vice president of the Steel Service Center Institute, according to an announcement by Robert G. Welch, executive vice president of the trade association.

Mr. Roberts is a graduate of Lehigh University with a degree in metallurgical engineering. A specialist in materials-handling techniques, he has directed the development of an innovational system of labor-saving devices at Edgcomb that have set a pattern for the industry.

As a result, the Edgcomb operation has been the subject of articles in national magazines and the plant has recently been visited by many steel-industry leaders, including a number from Western Europe.

Mr. Roberts became president of Edgcomb in 1953, after serving as vice president for seven years. Prior to his association with Edgcomb he was a metallurgist with the Allegheny Ludlum Steel Corporation, from 1938 to 1945. He is a member of the American Iron and Steel Institute and the American Society for Metals.

♦ **THE APPOINTMENT** of Thomas W. Rogerson as manager of engineering and product planning has been announced by the Haydon Division of General Time Corporation, Torrington. Formerly manager of product planning and market research, Mr. Rogerson's new responsibilities include supervision of all engineering activities of the company in addition to directing a continuing program designed to assure the development of new products to add to the division's present line of timing motors and time and torque controls.

♦ **MODEL 102-A** is the designation of a new model recently added to their line of Campbell abrasive cutting machines by Allison-Campbell Division of American Chain & Cable Company, Inc., Bridgeport.

Designed to provide the advantages of abrasive cutting at a relatively low investment, the model 102A cuts solids up to 4" square, pipe and tubing up to 6 7/8" o.d., angle iron

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It cuts most metals at a rate of 3 to 4 seconds per square inch. For example, a 4" square bar of steel can be severed in less than a minute. Annealing costs are eliminated, and deburring and finishing costs are reduced substantially or eliminated entirely.

♦ A RADICALLY new line of hand chuck wrenches has been announced by Powergrip, Incorporated of Rockfall.

The distinctive feature of the wrenches is said to be that with only two sizes of spinner wrenches (handle and assembled body) the proper socket can be fitted to the chuck regardless of make. The sockets are quickly assembled or removed, as they are held in place by a spring ball. There are fifteen different sizes of sockets that can be assembled to the two handles.

♦ THE APPOINTMENT of Jerome H. Fuchs as executive assistant to A. S. Basile, president of Rockbestos Wire Cable Co., Division of Cerro Corporation, New Haven, has been announced by Mr. Basile.

With a broad background in the management field, Mr. Fuchs will be responsible for coordinating the internal operations of the Rockbestos New Haven plant.

Mr. Fuchs previously headed his own management consulting firm; prior to that, he was manager of the systems and procedures departments of American Metal Climax, Inc., Pennsalt Chemicals Corp. and Lukens Steel Company. He was also associated with the Carrier Corporation, Baldwin-Lima-Hamilton Corporation, and the Martin Company as a management engineer and senior systems and procedures analyst. He is a 1950 graduate of Syracuse University with a Bachelor of Science Degree. Mr. Fuchs also holds a Master's Degree in Business Administration.

♦ THE AWARD-WINNING CBS television news program "Eyewitness" will be sponsored during the 1961-1962 season by American Cyanamid Company. This is the company's first entry into major network nighttime television programming.

Commercials will be designed to present Cyanamid to the public through its consumer-promotable products, a technique used in the company's previous corporate advertising. The program is estimated to have a viewership of almost 10 million persons.

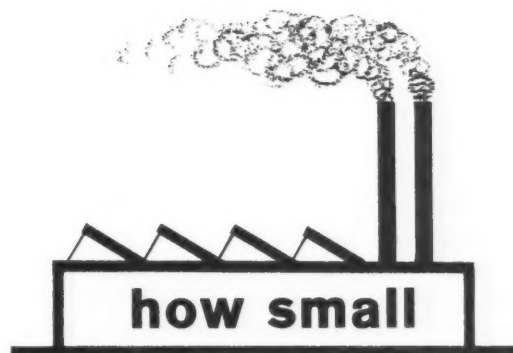
The show is narrated by newscaster Walter Cronkite assisted by other such CBS personalities as Howard K. Smith, Eric Severeid, Winston Burdett and Charles Kuralt.

♦ BOONE T. GUYTON has been named vice president of sales and marketing for the United Manufacturing Company Division UMC Electronics Co., Hamden, it has been announced by Ogden W. Sutro, president.

Mr. Guyton previously served as sales manager of the Missiles and Space Systems Department, Hamil-

ton Standard Division, United Aircraft Corporation; manager of the sales and service departments of Norden-Ketay Corporation Instruments Division and assistant sales manager and chief experimental test pilot for Chance-Vought Aircraft Division, United Aircraft Corporation.

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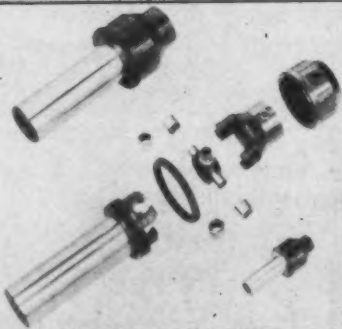
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New York City's Mayor Wagner and Sanitation Commissioner Lucia observing snow being loaded into Peabody SnowMelter at average rate of 100 tons per hour. Shaved ice was used for the demonstration.

♦ A MOBILE snow-melting machine designed to cut the cost of snow-hauling by as much as two-thirds over present charges was demonstrated recently by Peabody Engineering Corporation to New York City officials.

The new machine is a huge mobile hot bath with a built-in furnace mounted on a truck. Snow is loaded into it at the rate of 1 1/4 tons, or 10 cubic yards per minute, and when the "stopper" is pulled, the water runs through trailing hoses into sewers or, in mild temperatures, can be discharged into gutters.

The hot-water furnace is fueled by kerosene and generates heat up to 3,000° F. The high heat is converted into 160° water temperature by circulation through a hot gas heat-recovery system. Hot water is in-

jected into a melting tank where, after snow melts, water temperature progressively is reduced to 60° bath temperature and 40° discharge temperature. Exhaust gases from the furnace and from a diesel generator will be cleaned and filtered to eliminate air pollution.

♦ THE APPOINTMENT of Francis P. Bishop, Jr. as personnel manager of the Northam Warren operations of Chesebrough-Pond's, Inc., at Stamford has been announced.

Mr. Bishop will be responsible for the establishment of a reorganized and expanded personnel department at Northam Warren. He was formerly assistant director of personnel of Chesebrough-Pond's Inc., Clinton.

Mr. Bishop is a graduate of Bowdoin College, Brunswick, Maine, and holds a master of business adminis-

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tration degree in labor relations and personnel administration from Harvard Business School. He is a member of the American Society of Personnel Administrators and the Fairfield County chapter of the Society for the Advancement of Management.

♦ **MERSICK INDUSTRIES**, North Haven, has acquired Windsor Pippin Corporation, Windsor, Vermont, manufacturer of earth-moving and loading equipment, in an exchange of stock. This was announced by Thomas J. Wall, Mersick board chairman, who said that Windsor Pippin will be operated as a subsidiary with no changes in location or personnel.

John J. Lalor was elected general manager and treasurer.

♦ **THE APPOINTMENT** of Preston I. Carnes as vice president of The Cornwall & Patterson Company of Bridgeport has been announced by Peter M. Comstock, president of Pratt, Read & Company, Ivoryton. The Bridgeport firm, a manufacturer of tools and piano hardware, is a subsidiary of Pratt, Read, the nation's largest manufacturer of piano actions and keyboards.

Mr. Carnes continues as general manager of Cornwall & Patterson, a position which he has held since 1957. Prior to that, he was president of the Linen Guild, Inc., of New York.

♦ **A NEW PROCESS** of welding retainers of ball bearings, recently developed by The Fafnir Bearing Company of New Britain, has resulted in increasing the life of retainer cages for rugged applications from two to four and a half times as compared with riveted and other types of fastenings.

The company's announcement was made following the completion of 150 individual laboratory tests comparing welded, finger and riveted retainers. Pull-apart load tests of individual fastenings showed a superiority of 1.38 times for welded fasteners over comparable riveted types. Similar testing of complete retainers yielded an improvement of 1.73 times in pull-apart strength for the welded retainer over the riveted design.

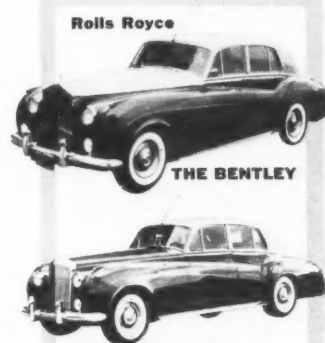
Fafnir has been experimenting with welding retainers for a number of years. The first break-through occurred when the manufacturers of a special machine developed a new technique of welding in 1958. Preliminary samples were submitted to Fafnir for testing last year, following which the company purchased a basic machine for experimental purposes.

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These two automobiles have long been respected as the leaders in the automotive world. The Rolls-Royce Silver Cloud II Saloon Sedan and the Bentley S2 Sedan are identical with the exception of the radiator shell. Both are powered with an aluminum Vee-eight engine and equipped with automatic transmission, power steering and power brakes.



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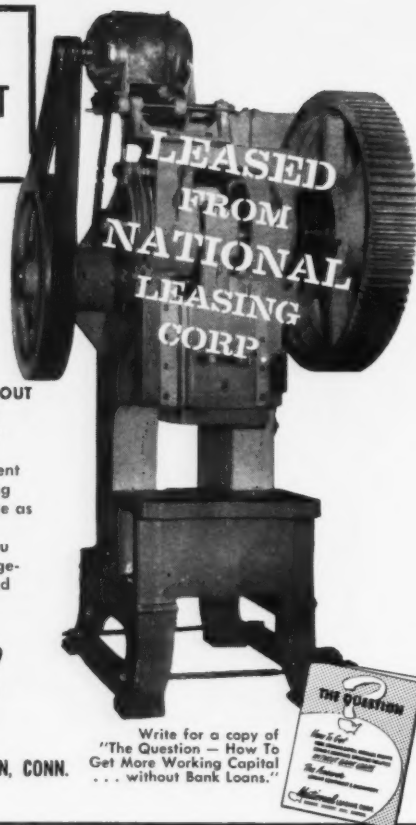
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### Retirement to Big Business President's Report

(Continued from page 8)

many others. All tend to dry out in the air. Dr. Kriebel's chemical is just the opposite. Air keeps it wet. Parts are wet on a mass production basis and don't dry out before use.

One Cleveland organization is devoting much of its time to inventing mass production methods for applying Loctite in factories. Herbert Leedy, president of Aids Development Company, considers the chemical a revolution. "Makers of small electric motors and electric relays," says Leedy, "are just getting started in a major change of methods that will slash costs."

### Press-Fit Question

Dr. Kriebel is probably more excited about his chemical's future in heavy industry than anything so far. "Industry spends millions in machining parts to close tolerances so that the parts can be press fitted together. With Loctite sealant, tolerances can be greatly relaxed and the squeezing process eliminated. The parts are held more strongly to boot. There are no rejects which is always the case with press fits.

Applications for Loctite come along so rapidly that the company cannot keep track of them all. In one of its plants, the company sealed the 1/2" copper tubing used for the hot water system with Loctite instead of solder. The system has functioned perfectly, suggesting more revolutions to come.

"Metalworking purists," says Dr. Kriebel, "tend to shudder at the idea of a fine piece of machinery being 'glued' together with any kind of gunk. But the fact is, Loctite sealant has all of the stature and performance of a highly useful tool. It is probably the first chemical compound that has earned the respect of machinery builders as a useful and reliable tool that solves many problems while adding no new problems of its own."

*This is not an offer of these securities for sale. The offer is made only by the Prospectus.*

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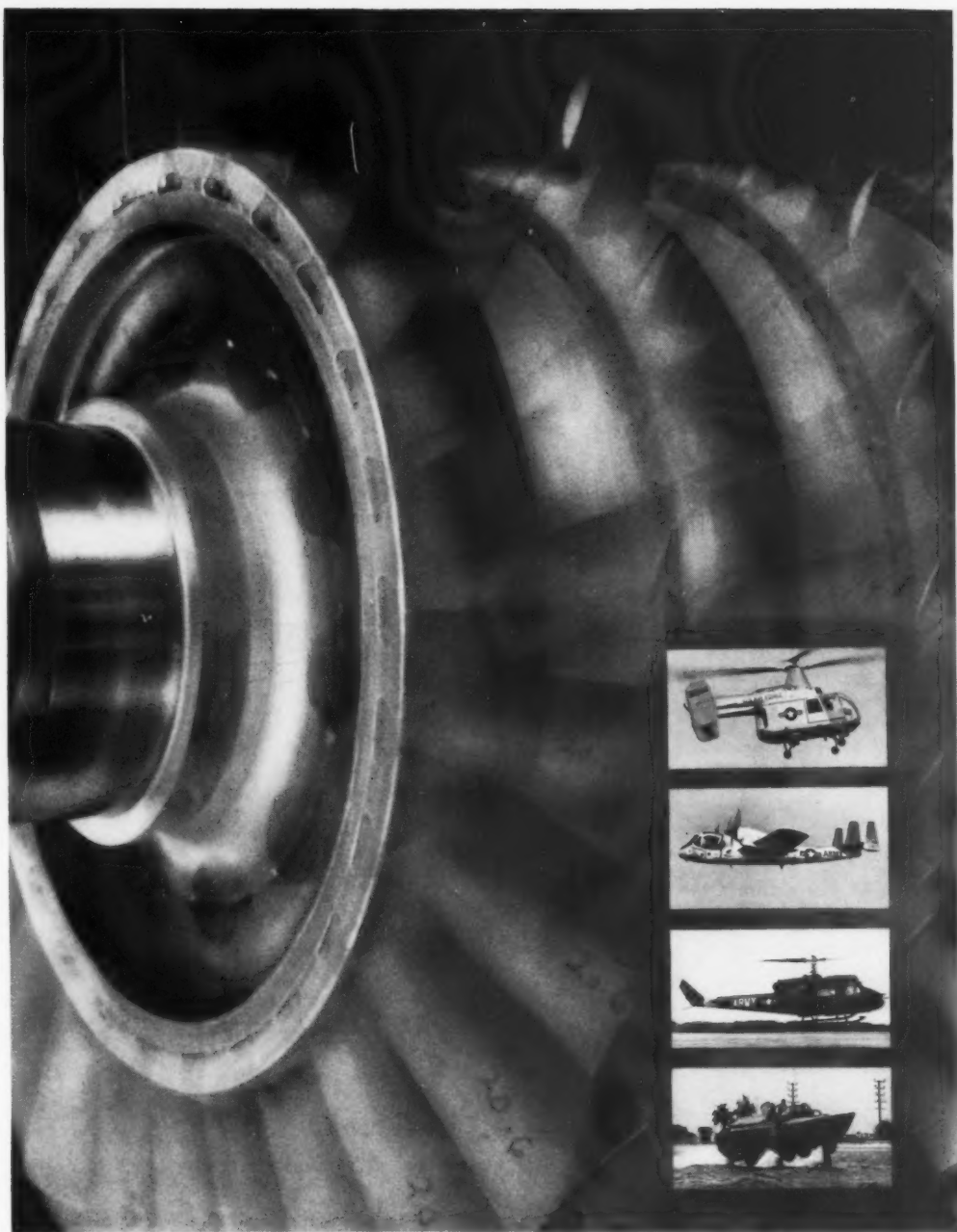
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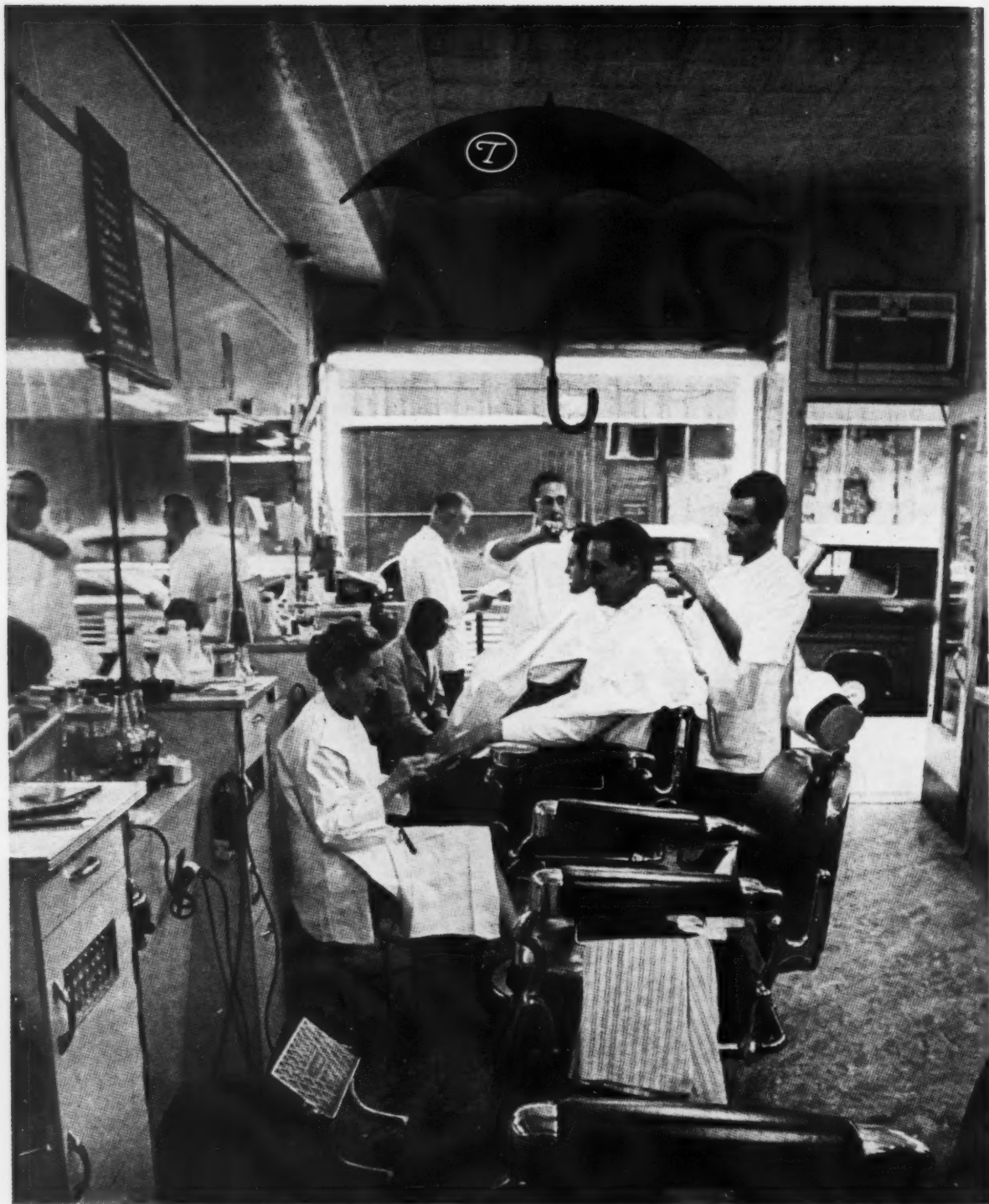




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# Transportation

By John B. Hedges

Traffic and Export Manager

## Is Private Carriage the Answer?

♦ WITHIN the past year a great deal of attention has been directed to the amount of freight that is moving over the highways in private carriage. Each increase in common carrier motor freight rates tends to force many companies to review their transportation costs and apparently many of them have concluded that they can do a more economical job of transporting their own products than can the common carriers.

However, the increasing growth of this private carriage, even though it may appear to bring savings to many who use it, should now be approached with a somewhat more thoughtful and long-range view than has been accorded in the past. First, very few manufacturers are in a position to serve all of their customers or their sources of raw material with their own trucks. They must rely on common carriage not only by motor truck but by rail and other mediums of transportation for some irreducible portion of their needs. That is why, when a traffic manager or distribution engineer (a new title concept now coming to the fore) starts planning a private carriage operation he should give very careful consideration to the following factors:

(1) What is the basic transportation objective of the company regarding the particular segment of traffic being studied? Is it a movement where the service needs are given first priority, where close scheduling, continuous availability of equipment and precise timing of pick-up and delivery are the matters of greatest importance? Or is it a matter of lowering the production cost to meet certain market conditions? Economically, of course, cost of transportation regardless of who pays and bears it is a production cost.

(2) Does this particular piece of traffic have any characteristics that set it apart from other movements the company may have? That is, does it present any special loading problems? Does it have a high sus-

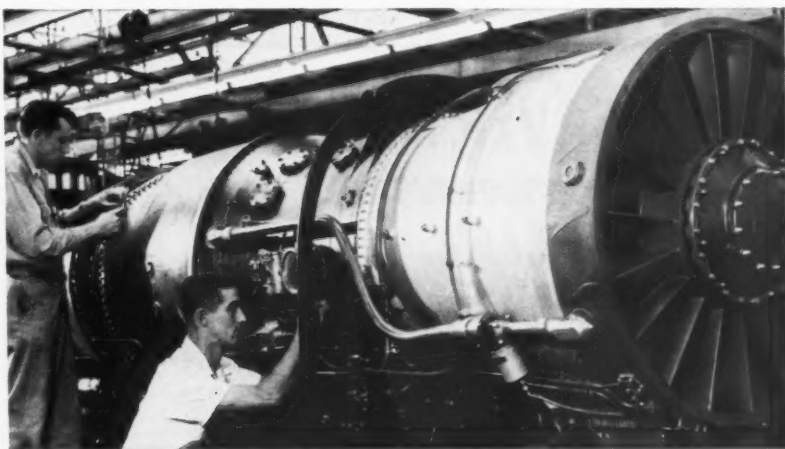
ceptibility to damage or deterioration in transit? Does it move to a special class of customers who have their own peculiar needs?

(3) Exactly how is this material being handled at present by the common carriers? Is it moving under specially negotiated commodity rates? Is it regarded as desirable traffic? Does it serve to cut down the common carriers adverse balance? In other words, does its availability permit a carrier to more nearly balance an operation into a particular territory?

With the answers or approximation of answers together with those questions before him, the traffic

manager should then carefully review not only the full costs of private carriage but should work out carefully exactly what common carriage would have to provide in terms of both rates and service to meet his objectives. Many common carrier executives today are welcoming opportunities to test the flexibility of their organizations and their adaptability to shipper needs. Their greatest complaint is that many times they are left completely in the dark as to just what their customer wants. An increasing number of carriers are beginning to think in terms of multiple truckload rates with special provisions for return of containers and pallets and of rates predicted on return loads. That is why it is important at this point for the man in charge of distribution to explore very thoroughly the full common carrier alternatives to the private operation he is studying.

One factor that is extremely difficult to measure is the effect on the rates and services he will enjoy on the balance of his traffic if a portion of it is put into private carriage. Again many motor carrier executives comment rather wryly that the company which has been



## Fafnir Ball Bearings help turbojets set new performance records

A recent article in a leading newspaper quoted airline executives to the effect that Pratt & Whitney Aircraft jet engines are proving to be the most reliable ever put into commercial planes.

In designing these jet engines, Pratt & Whitney Aircraft looked to The Fafnir Bearing Company as a major source for main rotor thrust bearings, generally regarded as among the critical engine components, and one of the most exacting to produce. Each ball bearing is custom-built and rigorously tested. Tolerances are held to the millionths-of-an-inch.

P&WA turned to Fafnir because of Fafnir's long experience in the design and development of aircraft bearings. Fafnir established an air-

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To help solve this and other ball bearing problems, Fafnir maintains the most up-to-date facilities for metallurgical research, and bearing development and testing. Fafnir may be able to help you some day. Worth bearing in mind. The Fafnir Bearing Company, New Britain, Connecticut.



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very indifferent toward expeditious loading and unloading of common carrier vehicles takes quite a different view when they have a few of their own drivers on the payroll and can see at first hand how waiting time runs up cost. Of course, the practical result at a shipping or receiving platform is that the private truck usually gets priority treatment, thus compounding the delays the common carrier endures. Eventually the cost of such delays finds its way into increased freight rates and increased detention charges. There are signs that carriers who have in the past been quite indifferent to the actual assessment of detention charges are now billing and collecting them. As one motor carrier executive puts it: "Of course, the shipper may threaten to divert the tonnage to my competitor. However, looking at this realistically, I can't afford to handle his freight without billing him for the excessive waiting time my men are running up at his plant. I am sure that I can find more profitable business elsewhere and it is quite possible that my competitor will soon be taking the same measures I am."

The problem of ownership vs.

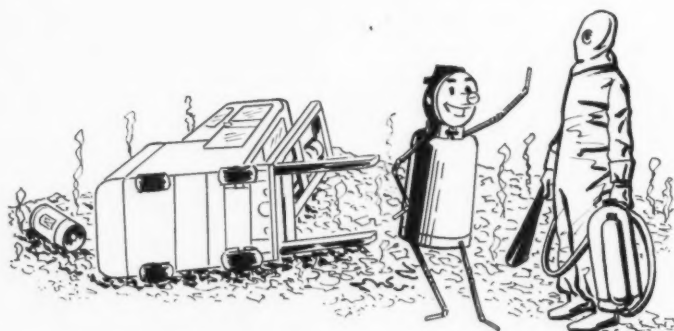
leasing is an extremely complicated one and will vary from company to company. However, any honest appraisal of the cost of private carriage must consider all of the factors involved, not just the cost of trucks, driver wages, fuel and repairs. One item frequently overlooked is the proper charging off of supervisory time by the department in the company charged with the responsibility of dispatching and otherwise managing the trucking operation. Investment in maintenance equipment, inventory, cost of parts, insurance costs and taxes are also apt to be overlooked. Among the common carrier costs that do not affect the private operator are such items as billing, collecting and sales expense. However, if a system of charging or allowing freight is worked out in connection with the private carrier operation the cost of that clerical work, insofar as it may require more time and effort than common carrier transactions, should be included. And if special runs are being made with light loads to further sales policy that item also should be properly charged to the private operation.

One of the present economies oft-

en cited in justification of private carriage is the lower labor cost. That is, many companies say that they can operate cheaper than the common carrier because they are not forced to pay the regular Brotherhood of Teamsters wage scale. An examination of bargaining elections over the past year throughout the nation indicates that this condition is one that is in the process of changing, for the Teamsters are winning elections to represent an increasing number of drivers handling only private carriage operations. Industrial relations men point out that the addition of another union to those with which the company is already dealing may give rise to jurisdictional disputes and also raise the cost of contract administration. Some companies find that the Teamsters, once they have a company's drivers on their membership rolls next seek to organize fork-truck operators, shipping platform and warehouse employees in the same company. Although Mr. Hoffa has as yet announced no great drive to sign up companies hauling their own freight his organizers maintain steady activity in that field and it seems logical to expect the Teamsters to make additional efforts if private

## LIFE SAVER ...

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carriage makes its continuing inroads into common carrier transportation.

In short, the man charged with the responsibility of distributing his company's products must survey very carefully not only immediate and short-range benefits but bring to this analysis the very best thinking he can on possible long-range developments.

## President's Report Part II

(Continued from page 24)

**Continuing Operations** — The second annual Industrial Education awards to the top graduates of the 15 regional vocational schools and the state technical institute were made in May, attracting heavy newspaper, radio and TV interest.

In addition, continual contact was maintained between the Association and news media by way of occasional personal calls on editors and publishers by the PR Director. This is a very important, but often a downgraded phase of communication work.

As in the past, the Public Relations Committee has proved to be a real source of help with Association PR activities. There have been several changes in the committee during the past year because of retirements or transfers out of the state. It is anticipated that the committee will continue to render sound service to the Association's PR efforts.

## Industrial Development

It would be just as appropriate to refer to this department as "Miscellaneous Department" as to call it by its present name, for about half of its work is involved with a miscellany of activities which do not fall within the assignments to other specialized departments. Many questions are referred to it involving a variety of problems in the marketing field. They range from counseling on how to go about locating a new product, to where and how to sell one, and even how much royalty should be paid to an inventor and what a sales manager should receive for selling a given volume of a single product or multiple line.

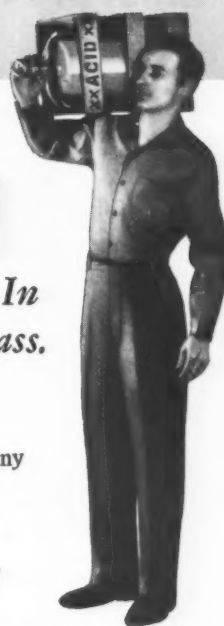
Besides answering many member inquiries related in one way or another to the marketing field, numerous questions have been asked and answered by this department during the past year which may be roughly catalogued in the "Where to Find it" category, such as, where to locate factory space, a qualified

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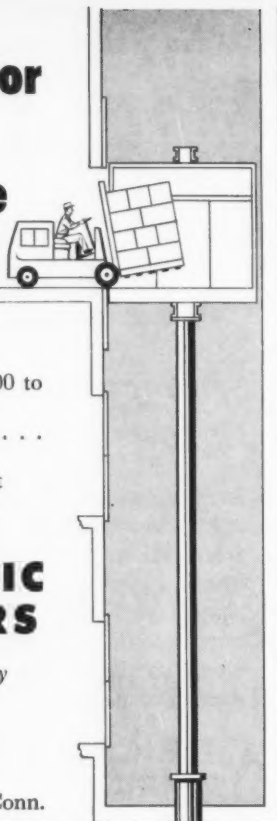
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### PROFITS UNSATISFACTORY?

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Charles L. Stone, Regional Manager

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management consultant in a given field, where to find certain machinery, equipment, raw materials or manufacturers equipped to do certain types of work, leading steps to take in order to diversify a product line, or how to locate manufacturers agents.

This department also has given helpful hints on planning for meetings, acquisition of certain skills and on planning for Association meetings. While there have been no dramatic activities to report for the past year, this department has given helpful advice and counsel to hundreds of members relative to a widely diversified list of problems and has assisted in getting one new industry to locate in Connecticut.

As has been reported in past years, the other half of the work of the Industrial Development Department involves the financing, preparation and publication of the Association's monthly magazine, **CONNECTICUT INDUSTRY**, now in its 39th year of publication. It serves as a news and educational medium for the Association's nearly 2,000 member companies and as a public relations tool among the many non-member readers who either subscribe to it, or read it in libraries or at headquarters of chambers of commerce and manufacturers associations, or on the club cars of the New Haven Railroad. It also affords an excellent advertising medium for those companies desiring to sell their products or services in the Connecticut industrial market, since the editorial menu is sufficiently broad to offer interesting reading to a wider cross-section of industrial readers than any other Connecticut magazine circulating to industrial executives of the state.

### Membership Activities

I am delighted to report to you that our Association's membership has reached an all-time high of 1,950 members, 146 of which were enrolled during the past year. This performance reflects not only upon the effectiveness of the work performed by our field representative, but also upon the quality of the service rendered. In the majority of cases member resignations have been due to mergers, removals from the state, bankruptcies, and serious financial difficulties requiring a drastic reduction in all expenditures for dues in trade, local and state organizations.

The Association's field representative, in addition to his new member solicitation and dues collection work, also has devoted a portion of

his time calling upon member companies to learn of any special services the Association may be able to render them.

### Conclusion

In conclusion I would like to thank our Executive Vice President, Fred Waterhouse, and his staff for the hard work which has certainly been in evidence over the past year.

Whereas we look forward to a prosperous year ahead with many new challenges in Connecticut, one of our most important jobs will be to foster a better appreciation and understanding of the freedoms we enjoy under the Private Enterprise system.

Efforts toward this end will be greatly increased by your Association during the coming year.

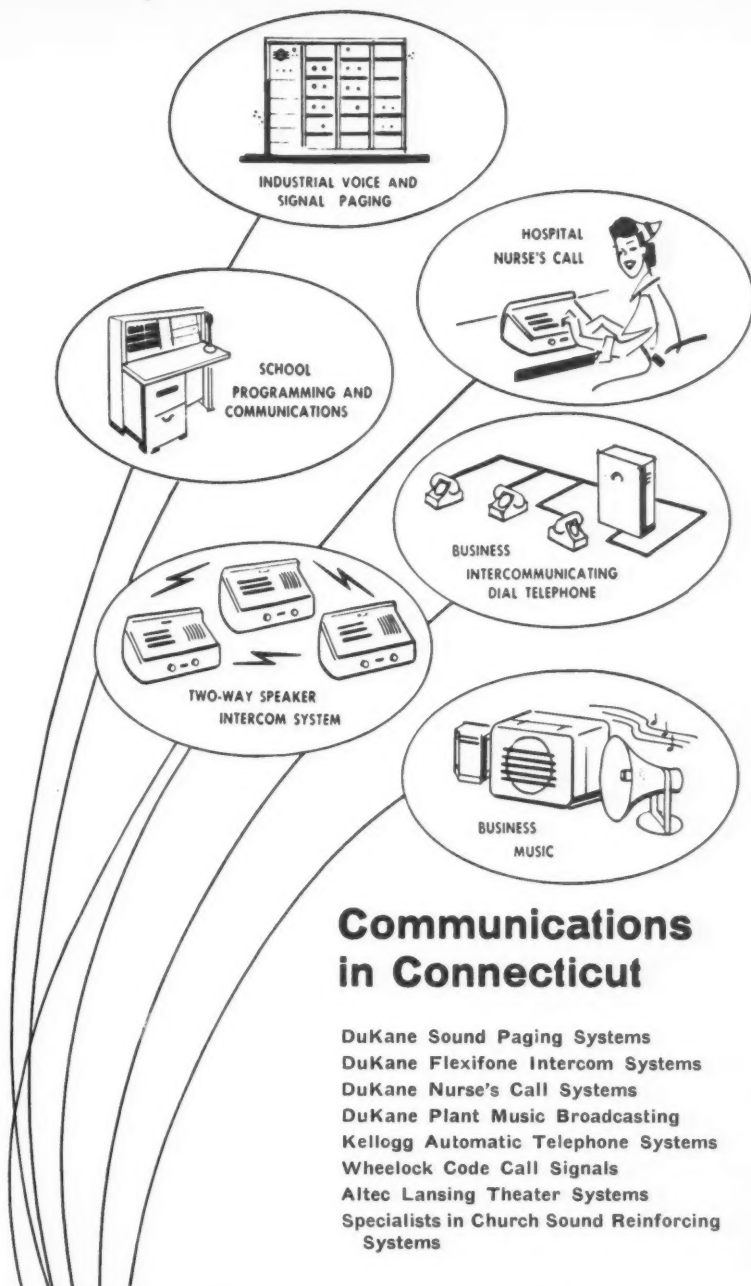
### Three Levels of Leadership

(Continued from page 10)

are sought as tutors? Adam Smith performed in this respect so well that he, more than any other, was responsible for the Industrial Revolution. Carl Menger discovered the marginal utility theory of value on which the free market rests; Eugen Bohm-Bawerk invented ways to explain the theory. His student, Ludwig von Mises, among his many findings, discovered that there is no valid basis for making market judgments in a state of socialism. And think of the Hayeks, Hazlitts, Fertigs, and countless others who have sought the tutorship of Mises. Many of these students, in turn, have been sought as tutors. Among our contemporaries, I can now name several hundred who qualify as creative thinkers, writers, talkers of the libertarian philosophy whom others seek out as tutors. But to name them would do offense to the hundreds about whom I have never heard.

Yes, there are at least these three possible levels of libertarian leadership. Plainly, no one can start at the third level, or at the second. The first level must be attained first, and the second level next. There is, however, one splendid fact which all aspirants should recognize: Mastery of the first level will lead, inevitably, to a competency in the second and, from the second, many, in humility and unawareness, will emerge into the third with some degree of creative proficiency and, thus, will be sought as tutors.

The way is not easy, but the reward for these achievements is individual liberty and, we submit, there is no other way.



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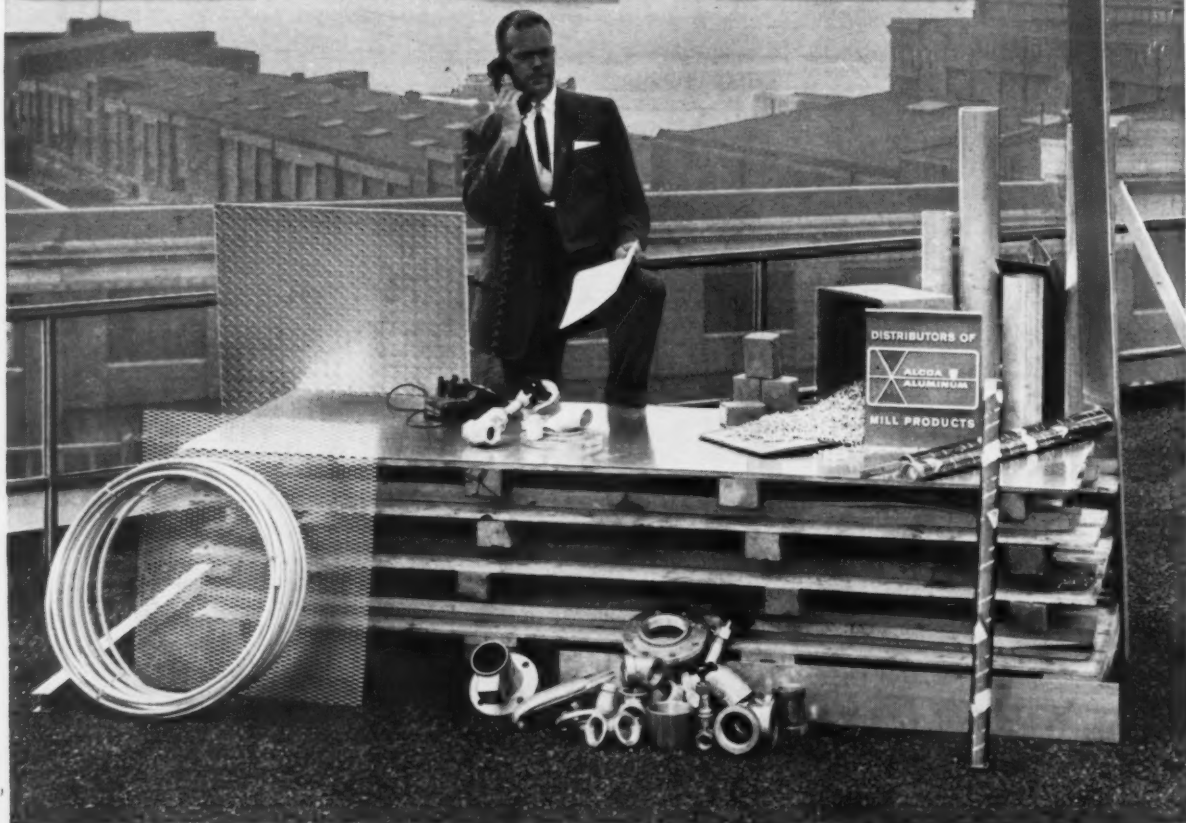
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# Public Relations

By CHARLES E. REICHE  
Public Relations Director

## Open House Blueprint

♦ **FAMILY** Day or Visiting Day or Open House, whatever you want to call it, can be a most helpful and useful public relations gambit. It is a good way to establish excellent feelings between your company and, equally important, the community at large.

The way Company A sets up such a project isn't necessarily the way Companies B through Z will do it. There are, however, certain basic ground rules which will apply as successfully in a 5,000-man plant as in a 200-man plant.

Following is a well-tried and established blueprint for an open house event in a Connecticut factory. There may be units of this list which a company does not want to use. Basically, however, this blueprint is one derived from dozens of successful projects of this kind. It can be applied to a small factory or to a giant. The essence of a good open house is all here.

**Purpose:** Be sure that management knows what the reason is for the open house. If it is to show your product, the event can be at night. If it is to show your operation, you must stage it during working hours. Having a "theme" for the occasion is a good idea. Anniversaries are usually excellent pegs on which to hang such an event.

**The Date:** Set your open house date well ahead of time. Make sure there is no conflict with other important local events or holidays. Check the local Chamber of Commerce to make sure the date fits in well with the community calendar.

**Door Prizes:** Offer nice things but not necessarily costly ones. You might want to consider having one big prize in addition to a number of smaller ones. If, for example, you make record players, you might want to give one as the bonanza, plus records for the smaller prizes.

**Literature:** If you haven't a company booklet or brochure describing your organization, products and so on, you should prepare one for distribution at the open house. Make sure each guest gets a copy as he leaves. Print enough so you will have

a supply for use after the open house. You may also want to give guests any printed catalog or promotional literature you have.

**Souvenirs:** Everyone likes them, especially kids. If your own product is small enough and inexpensive enough (cigarette lighters, neckties, to name a few samples), use it. Otherwise you can get any one of hundreds of imprinted advertising specialties which are on the market. These can be custom-made for any "theme" or occasion which may be the key to the event.

**Line-of-March:** Use white plastic or painted footprints as directional signals to take people through the plant and office. You can buy the plastic footprints for pennies. Make sure the line-of-march is logical, i.e. that it takes the viewer from the beginning to the end of your operation. Put signs and displays where necessary to explain processes. Also have employees with name tags to help your guests along and to answer questions. Tell the employees serving in these roles to avoid long-winded speeches.

**Safety:** Set up a special safety committee to guard against accidents.

Rope off potentially dangerous areas. Enforce "No Smoking" rules if smoking is dangerous in your plant. Be sure your safety staff for the open house doesn't offend guests. Appoint your most persuasive and diplomatic people to this work. It might be very wise to check your insurance policies and the people with whom you are insured.

**Cleanliness:** Have a thorough house-cleaning before your guests arrive. Where paint or whitewash may be needed, don't stint. In short, put your very best foot forward. Be positive that your men's and women's rooms are *Clean* and neat.

**Parking:** This is a very vital part of the whole project because your guests' first impression of your company will be based on whether or not they can park easily and close to your plant. If you haven't room in your own lot, check in with your neighbors to see what can be done about borrowing from them. Or see if you can rent parking space. Use a shuttle bus service if parking is too far from the plant. In any case, check in with your police department to be sure traffic flow will be expedited.

**Publicity:** This is one of the keys to success. Once you have decided on an open house, be sure your local newspaper, radio and TV outlets are informed . . . at least 4-5 weeks ahead. Then continue to feed them items as the day approaches. Make arrangements so that press, radio and TV can do color stories, make photos and so on of the event itself. It can't be emphasized too strongly . . . *Go all out to assist press, radio and TV*, both before the open house and during it. This will help insure broad and favorable publicity.

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The season of the year and the day of the week should be carefully weighed, too, in organizing an open house.

Months to be avoided are December through March plus July, August and September. November and April are "iffy" months insofar as Connecticut weather is concerned. This applies, too, to September, at least in recent years. July and August are ordinarily vacation months at most industrial plants in this state and are not likely choices. Thus the best months are May, June and October. The weather is most reliable, year in and year out, in those three.

The day of the week depends almost entirely on a company's normal schedule. If there is any one day when production and general operations are lighter than others, that, clearly, should be the day set aside.

Otherwise apply the rule used for setting meeting dates: choose one of the three middle workdays, Tuesday, Wednesday or Thursday.

The open house is not a casual or trivial project. If it is to be undertaken, it should be done carefully and thoughtfully. MAC is prepared to help with queries and advice where special local problems might be encountered. Please call on us if this is the case. Refer inquiries to the Public Relations Director.

### *The Exploration of Space*

(Continued from page 17)

reliability and assurance of success. How can these be reconciled? How can industry, seeking economic return on mass produced units, function as an effective partner in an atmosphere where science, new technology, change, and production of only a few units of any one kind are prominent?

Here I would like to quote some excerpts from an address to the American Rocket Society by a member of industry Dr. A. M. Zarem, President of Electro-Optical Systems Inc. of Pasadena, California.

"The crying need is for American industry to bestir itself. It requires further education on the importance of science as the fountainhead of technology and an understanding of the role of scientists. Too frequently, still, research is considered a toy or, even worse, a product quality control service. It is not seen in its true light as a creator of knowledge, wealth, and power. Without a proper understanding of research as a function, and without real technological understanding in their management, many companies do not even recog-

nize new ideas of significance that arise — nor when they do, do they have the courage to convert them into reality.

We will have to mate patience with progressiveness in our thinking on a special time scale, pulling together if we are to avoid a truly catastrophic impasse in attaining the achievements of the future.

The storehouse of fundamental knowledge must be refilled now — not later. There is not time for lengthy debates and procrastination. The race is on. Every shred of capability must be made available for the task which faces us.

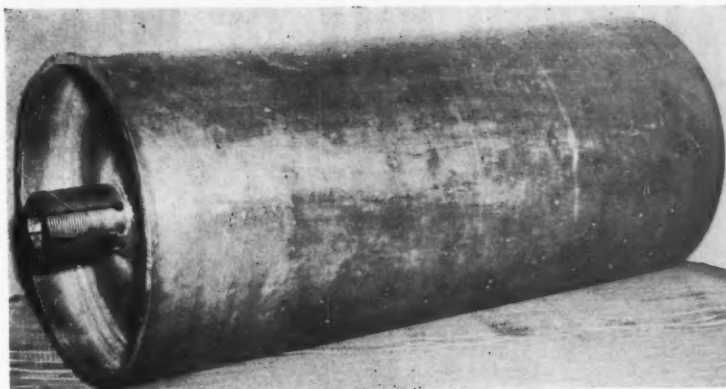
In closing I want to get across a message. The importance of industry's role — your role as manufacturers — cannot be overemphasized. You will be getting over 75 percent of our budget and, therefore, represent the greatest part of the Government — University — Industry team effort in carrying out a successful United States program of space exploration. I believe that a large number of you in the audience represent companies already contributing to our space effort. I can readily think of one among you that I want to single out for special mention. The Pratt & Whitney Division of United Aircraft has a key role in our race for significant space accomplishment. We are counting on them for the delivery of a new type of rocket engine using liquid hydrogen which is vitally needed for our new space booster, the Centaur. It is the engine mentioned earlier. We must have this engine, and I cannot think of a single more critical item in our development inventory than this engine. So when you think of our space race, think of how vital a role you, right here in Connecticut, are playing in that race. May your famous Yankee ingenuity bring success and help us all!

#### Personal Action—Key to Effectiveness

(Continued from page 11)

**Finally a strong local freedom movement must strive for attainable objectives.**

This means a large dose of common sense (which is very uncommon) and a keen eye for practical strategy. Crusaders are notoriously impractical. They shoot for the moon and miss targets close at hand. And even at best God must overrule our mistakes and supply our weakness. Man by himself is helpless and confused. But as an instrument of God, he can draw upon wisdom and power not his own. Without such wisdom and power our freedom will not long endure.



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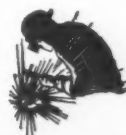
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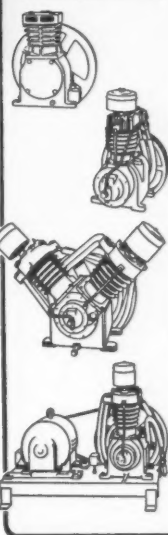


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# Business Tips

By **FREDERICK A. LOVEJOY**, *Asst. Professor*  
**Industrial Administration**  
**School of Business Administration**  
**University of Connecticut, Storrs**

## Long Range Planning for Profit

*"You can't escape the responsibility of tomorrow by evading it today."*  
 Abraham Lincoln

♦ **RECENTLY** more and more managerial effort has been directed toward solving the problems associated with planning the long-term activities of the firm. However, planning for the long haul continues to present many unique and puzzling questions for the modern manager. One can easily understand why many businessmen often raise the questions, "Why plan for the long haul?" and "How should the manager go about such a planning activity?"

### Why Plan For The Long Haul?

Long-range planning is future oriented. It should be based upon a careful analysis and determination of the future attainable objectives of the firm. Furthermore, long-term planning should be concerned with an evaluation of all the possible methods and procedures available, that may be utilized to attain these objectives. Here too, we are dealing with the need for strategy on the part of the businessman. Furthermore, effective optimization of long-range objectives requires the timely anticipation of all important opportunities. *Reduces the Need for Expensive Crash Programs.* Proper long-range planning avoids the unhappy consequences of expensive crash programs resulting from policy decisions made on a crisis to crisis basis. Such planning, when properly done, involves the adequate measurement and evaluation of all known variables involved, far enough in advance to reduce this danger.

*Anticipates Future Competition.* Long-range planning represents one of the most effective methods of anticipating the ever-changing climate of competition. Once a firm's future competitive situation has been anticipated, management can devise an appropriate strategy to counter-act this trend (if necessary). Thus, recognition of the crucial importance of the planning function aids in keeping

the firm competitive in the future. *Aids in Gauging the Magnitude of Future Problems.* Once long-range planning has been started, management is forced to focus attention on the magnitude and various ramifications of any future opportunities. Emphasis here should be placed on alternative courses of action. Attempts should be made to evaluate their worth. Then, some "ladder" of preference should be developed using the various criteria selected (such as return on investment, etc.). *The Key Position Of Long-Range Sales Forecasts*

A key aspect of long-range planning is the preparation of a long-term sales forecast. Such a prophecy represents the foundation upon which such plans are constructed. Long-term sales forecasts may be defined as those which project anticipated sales beyond one year in the future.

Long-range sales forecasts aid management by ascertaining such basic data as: (1) trends in unit sales by product, territory and in the aggregate; (2) an estimate of the cash flow from sales by time period; (3) capital requirements, such as outlays for plant and equipment, etc., necessary for meeting estimated sales; (4) the required magnitude and areas of the firm's research and development efforts if objectives are to be met; (5) the necessary raw material requirements for the future; and finally (6) an estimate of long-term manpower needs in various functional areas.

### The Basic Concepts of Long-Range Planning

Managerial attempts at long-range planning should be attacked in a systematic fashion if maximum results are to be obtained. Such a program would involve the following steps:

1. *Organize for Long-term Planning.* This involves assigning responsibility for the job, the development of a formal planning organization, obtaining the support of top-management and a determination of the

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amount of money that may be spent on the planning function.

2. *Establish the Purpose and Scope of the Planning Effort.* The purpose and scope of the planning program must be established and then communicated to all concerned.

3. *Review, Evaluate and Establish Company Objectives for the Period Under Consideration.* These objectives must be realizable and future oriented. They should consider the risks, costs and possible benefits to the firm as well as the probability of attainment.

4. *Develop Criteria for Measuring Company Performance.* These criteria should be both qualitative and quantitative in nature. They should be developed to measure such key result areas as, profitability, market position, productivity, product leadership, personnel development, employee attitudes, public responsibility, and balance between short-range and long-range goals.\* The subdivisions such as divisions, plants, departments, etc., for which such planning and criteria will apply should be ascertained.

5. *Prepare Year-by-Year Estimates of Sales.* The foundation for year-by-year estimates of company sales is effective long-term forecasting. Such forecasts may be accomplished either through trend analysis or product analysis. They should be drawn up for each product, plant, and division, as well as for the firm as a whole.

6. *Develop the Over-all Company Plan and Specific Plans for the Various Subdivisions.* Preparation of the over-all company plan should be directed toward full-optimization of company goals for each year in the span of the plan: (which in most cases runs for five years, but may run more.) Plans should be expressed in terms of measurable quantities whenever and wherever possible. The problem should be broken down into manageable sub-divisions, i.e., project areas, functional areas, territorial areas, etc., for planning purposes. Each sub-division should prepare specific long-range plans for its area of responsibility. These plans should consider such pertinent factors as: (1) yearly forecasted manpower requirements based on projected needs, present human resources, and the estimated rate of attrition; (2) the planned or expected rate of company growth; (3) company policy on the replacement of manual labor with automatic machinery and systems; (4) the expected capital requirements; (5) the forecasted cost of capital during the period of the

\* These criteria of company performance are those suggested by the General Electric Co.

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plan; (6) the projected labor relations situation; and (7) technological developments, anticipated through planned research and development programs.

These plans should be submitted to a central planning group which should coordinate, revise and translate them into a planned or budgeted profit picture for each future year for the duration of the plan. The result will then be a long-term master plan which will act as a standard against which management can measure performance over the coming years.

**7. Pretest Long-Range Plans.** Whenever possible long-range plans should be pretested by the use of mathematical models and modern computing techniques. In this way management can obtain some idea of the practicability of their long-term plans. Such techniques as the use of operational and ecological models, and business games may be of help here.

**8. Auditing for Control.** Each year long-range plans should be audited for control purposes. Actual performance for the period in question should be compared against the standard established by the plan. Any variance from this standard should be analyzed. Particular attention should be directed toward exceptions with the objective of finding out what caused the variance. This type of analysis leads to better planning and decision making in the future.

### Summary

Long-range planning should become an integral part of the activities of the modern business manager in order to more effectively reduce the need for expensive crash programs and to better anticipate future competitive situations. The goal can only be attained if the key position of the long-term sales forecast is realized, and if the basic concepts of long-range planning are understood. Maximum results can best be attained if management attacks the problem of planning for the long haul in a systematic fashion through the utilization of the following basic steps: (1) Organize for long-term planning, (2) establish the purpose and scope of the planning effort, (3) review, evaluate and establish company objectives for the period under consideration, (4) develop criteria for measuring company performance, (5) prepare year-by-year estimates of sales, (6) develop the over-all company plan and specific plans for the various subdivisions, (7) pretest long-range plans, and (8) audit for control.

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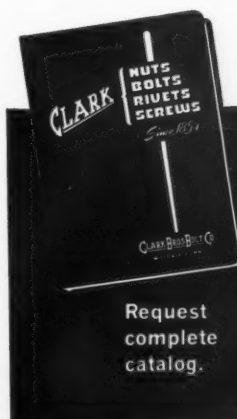


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# Accounting Hints

Contributed by  
The Hartford Chapter National Association of Accountants

## The Annual Physical Inventory

♦ AT least once each year most industrial concerns are faced with the problem of taking a physical inventory. Such a physical check is usually necessary in order to establish the value in quantity and in dollars of those properties of the business which are classified as "inventories."

For the purpose of preparing year-end financial statements it is essential that the correct monetary value of the "inventories" be known. For that reason physical checks of the items in the inventories are usually made at or near the end of each company's fiscal year.

In many instances physical inventories in industrial plants have been burdensome, time-consuming operations which interrupted plant production for periods of several days at a time and which, in general, interfered with the normal activities of the business. Today such interference with normal activities can be avoided. With careful planning and with the use of modern techniques a physical check of the inventories can be made in a very short space of time and the work can be done in such a way that there need be no serious interference with normal activities.

In manufacturing plants one of the most troublesome inventories to check has been the inventory of "work in process". It is now recognized that in

most plants a complete and accurate physical check of work in process can be made in something less than one eight-hour day.

There are, of course, certain ingredients which are an essential part of any well conducted inventory. With particular reference to an inventory of work in process some of those ingredients may be summarized as follows:

1. *Provide adequate supervision.* Appoint a general inventory committee to plan and supervise the inventory work. The factory manager, the production control manager, the controller, and other key executives should be members of the general committee. The general committee should establish sub-committees to supervise the inventory work in various sections of the plant.
2. *Plan the work.* Careful planning, in advance, is essential. Every situation which may arise in connection with the inventory work should be anticipated and plans to take care of each situation should be prepared.

The inventory plans should be set down in writing and copies should be made available to every individual concerned with the inventory.

3. *Instruct the workers.* Each

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individual or group should, in advance, be given complete and carefully thought-out instructions concerning their particular functions and responsibilities.

4. *Prepare the plant.* Good house-keeping is necessary to efficient plant operation and it is an essential ingredient of a well-conducted inventory.

In preparation for the inventory each foreman should be instructed to put his department in order. The foreman should be given a "check list" showing steps such as the following which should be taken before the date of the inventory.

*Check List.* a. Arrange all material in an orderly manner where it may be easily inventoried. Group like items together. b. Identify every lot of material using correct part numbers, operation numbers. c. If material is subject to repair, see that it is properly tagged. d. Dispose of all spoiled work. e. Dispose of all accumulations of steel bar-ends, set-up scrap. f. Clean out under benches, under machines. g. Dispose of inactive items. h. Return to the storerooms any excess quantities or odd lots of materials which are not required for current production. i. Dispose of any accumulations of unidentified materials. j. Before closing down for the inventory, arrange to "run out" steel bar stock or coil stock which is in machines. k. Be sure that the department is clean and neat.

5. *Spread the responsibility and the work.* The inventory work should not be placed on the shoulders of a few individuals. It should be participated in by all of the key workers in the plant. The men in each department of the plant should be given the responsibility for the inventory work in their own department. They should be carefully instructed and should be guided in such a way that they will take pride in producing a good inventory job. The time required to take the inventory can be shortened by spreading the work and training the workers.

6. *Use modern forms.* The use of proper forms of modern design can greatly simplify the work of both taking the inventory and establishing its monetary value. By using inventory tickets which

are interleaved with one-time carbon several copies of each ticket can be made at one writing. The several copies of each ticket may then be used simultaneously for several purposes. The following are examples: a. One copy of each inventory ticket should be left with the material which it covers. That copy on the material will establish the fact that the lot of material has been inventoried. b. As soon as the inventory in a department or section of the plant is completed, one copy of each inventory ticket may be given to the Production Control Department. The copies given to the Production Control Department may be sorted by production order number and part number and may be used to verify the accuracy of the production records. c. If manual pricing methods are to be used by the Accounting Department, at least two copies of each ticket should be made available for pricing purposes. These two copies should be left together with the interleaved carbon between them.

Spaces should be provided on the inventory tickets so that the Accounting Department may place the pricing information directly on the tickets themselves. The tickets may be quite easily sorted by product, part number, etc. in order to simplify the pricing operation.

After the inventory tickets are priced the two copies of each ticket should be separated. One copy of each should be retained in order by product and part number and these copies should be totaled to establish the value of the inventory of each product. The second copy of each ticket should be re-sorted by ticket number. By adding these second copies together a control total may be established. The accumulated total of the tickets which are in order by product should, of course, agree with the total of the copies which are in order by ticket number. If two copies of the inventory ticket are used for pricing purposes and if the pricing is recorded on the tickets themselves, it is not necessary to record the tickets on inventory lists. A very considerable amount of time can thereby be saved.

The taking of physical inventories is a necessary task in most business enterprises. As one of the essential business operations the taking of inventories should be planned for and

conducted in the most efficient manner possible. If modern business methods are applied to the operations involved in the taking of physical inventories, they can be efficiently taken in a short space of time and with very little interference with normal business activities.

## Human Relations— A Myth or a Method

(Continued from page 20)

relations (which is as important, if not more important, a contribution to the world as our production methods). What is needed is for us to utilize more fully the tools and methods we have developed in Human Relations.

Indicative of the perceptiveness and positive action that industrial executives in Connecticut have evidenced in Human Relations is the forward-looking program that your association has recently adopted in public relations. Taking the story of industry and free enterprise to the students in the high schools of Connecticut is long-range and creative programming in the interest of a healthy climate for industry and in the interest of a strong America. This is the kind of leadership in trade association activity that makes Human Relations a method not a myth.

May I assure you that my address to you today is not just based on research, but also upon personal experience as an executive using Human Relations as a tool and a method. For ten years I was the personnel and public relations director of a large New England textile corporation in an industry that was highly competitive, unionized, and burdened by social pressures. Studies by trade associations, universities, governments, and the press have credited the unusual results at this company — in terms of reduction in absenteeism, turnover, employee theft, accidents, insurance costs, waste of time and materials, and the improvement in employee calibre, in company prestige and "image", and the increase in efficiency and productivity — to the work done in the human relations aspects of management. Undoubtedly, many of you read the newspaper stories and editorials that commented on the most dramatic incident — the vote by unionized employees in the middle of their contract to accept a wage reduction designed to keep the company in business during its most stringent

competitive period. This exceptional example of union and employee cooperation has been analyzed in a Ph.D. thesis for the Harvard Graduate School of Business Administration by Professor Walter Carpenter, head of the Division of Industrial Management at Babson Institute, and he attributes it to the company's leadership in Human Relations.<sup>1</sup>

Certainly creative, objective and positive leadership in Human Relations has paid off for each company

<sup>1</sup> "Negotiation Under Stress" by Walter Carpenter.

that has used the science of Human Relations as a method. As more of us do, we will be helping not only ourselves and abetting our company's growth and profitable operation, but also ensuring an environment conducive to the continued function of the free enterprise system and thus to the growing strength of American industry and the American economy. And, in the final analysis, ensuring the economic strength of America is ensuring our ultimate victory in the "cold war" with the communists, for the real and long battle is in the economic area.

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by Bob Marshall

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The headline and the main illustration in the advertisement are basically what stops the reader and catches his interest. Therefore, the headline should be specific, interesting, original, and long enough to give the message. Too many industrial headlines are based on generalities which lack interest. There are many types of effective headlining — some of which are: News, Product, Benefits, Curiosity, etc.

### PLANNING THE ADVERTISEMENT

Again, as in planning your campaign, you should plan your advertisements. What are your objectives? What do you expect your advertising to do for you? Who are you aiming at? Establish emphasis on the main idea or message you wish to relate. Product benefits usually should be given the most emphasis; whatever is most important to relate is given prominence.

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Many arguments are brought out on how much copy should be used. Our answer is to say enough to convince, but not enough to bore — If you have important facts state them in as many words as you need to make them understood. Write copy for the reader, not for yourself.

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## Today's Heritage—Tomorrow's Challenge

(Continued from page 26)

myself." But there are some of us in America who believe that the way to get more golden eggs over a period of years is to feed the goose—put a little fat on its back—pour a little profit back into it—put a little investment back into it—let it eat an egg itself once in a while—let it enjoy some of the fruit of its own production effort.

One of the factors contributing to this trend toward complete bureaucracy and federal domination is the disparity that exists between state and local income versus federal revenue in state after state.

As state entities we have become almost completely dependent on the federal government because the state-federal tax structure is forever upside down.

The states should have a chance at bat—to demonstrate that they can give better government at less cost and with more efficiency than can the federal government.

The argument is invariably advanced that "Washington must do it because the states can't." Of course they can't if they are denied the revenue!

Who can prove that any state — when it has the revenue to sustain itself — cannot accept its full responsibilities in education, area redevelopment, expanded employment, the care of the aged, the mentally ill and the retarded, and in meeting all the other common needs which accompany genuine community growth?

But this cannot be done until the people demand that the federal government stop pre-empting all the tax areas rightfully belonging to local communities and to the states.

This cannot be done until the people demand that the federal government cease depriving the states of their authority and sovereignty.

This cannot be done until the federal government reverses the transfusion of the very life blood of the people from the states into a bloated Washington bureaucracy which is above and beyond the reach of the voters of either political party.

The genuine concern for the welfare and prosperity of America lies with the people themselves in their own states and local communities — and not with some bureau thousands of miles away.

Certainly in Indiana we are not opposed to federal-state participation where we feel it is within the scope of federal responsibility —

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such as flood control, river and harbor improvements, highway construction, and in some other areas of co-operative effort.

But we also feel that we have the right of selection or rejection of federal aid programs, whether it be because of added costs of matching funds or because of principle.

For instance, in Indiana my administration consistently opposed federal grants for our schools because we wanted to perpetuate absolute home rule in education. The education of our children is our local responsibility, and we accept it.

We spurned federal grants for library service because there are few communities in Indiana—urban or rural—which are not within short driving distance of fine public libraries or public school libraries. All of the federal dollars in the world cannot force a person to read.

We refused to accept federal grants for national conferences because we wanted our representatives to be free to explain the views of the people of Indiana instead of being mere rubber stamps.

We allocated money to send our representatives to such national meetings from our own state funds.

As Governor I couldn't understand why a state that had a surplus of more than 40 million should accept grants from a national government that was 750 billion dollars in the red.

Unfortunately my successor does not share my views in the area of federal grants and controls.

But most Hoosiers still insist that the salvation of any state must be the will of its people to recognize the home rule principle of social progress and reform — that they recognize the more responsibilities they transfer to Uncle Sam the more federal bureaus they create and the more they become suffocated in the featherbed of total bureaucracy.

It is going to take a massive selling job to get the average citizen to realize that this method can only mean higher and higher taxes and cheaper and cheaper money — the inevitable results of the excesses of a welfare state.

Cheap money always means high prices. And high prices destroy competitive advantage. It's just that simple.

The Congress of the United States has repeatedly demonstrated that it can no longer resist well-organized political pressure groups.

And so we find our basic system of government completely altered, and our national solvency at stake.

Excessive government costs in any

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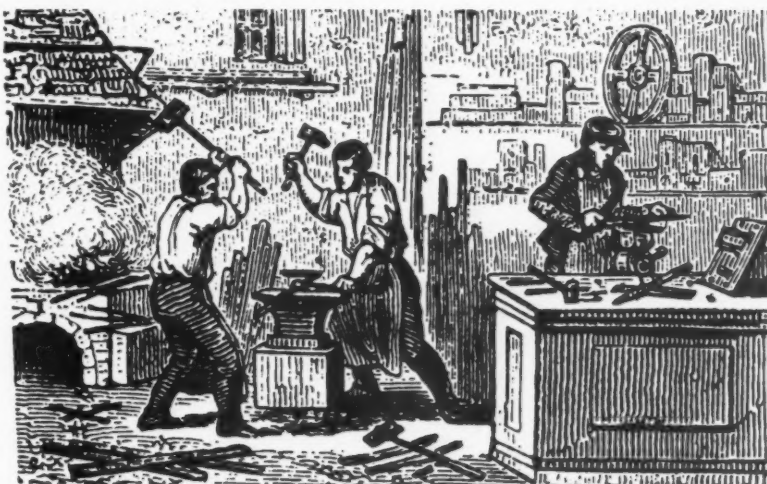
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\* R. M. Roy is former vice-president (manufacturing) and founder of Mastercraft Trailers, Middletown.

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country invariably destroy the currency and strangle freedom. How can we — as patriotic Americans and as intelligent men and women still possessing the natural sense of self-survival — dare to propose, advocate or support further drains on the public purse? How can any state or local unit of government honestly promote further federal aid to solve their local problems?

We have had financial deficits for 24 of the last 30 years. Our federal debt is well over \$290,000,000,000 and is not being paid off! The value of our dollar is now down to 46½ cents on the 1939 index. Our gold supply is at the lowest level. And we go more deeply into debt to pay interest on what we already owe!

When politicians who advocate big spending by government are challenged to justify costly, unessential programs, they defend themselves by saying:

"We'd like to reduce spending and taxes but we can't — the people demand these services."

But who are "the people" who are making these demands? It is not the American people as a whole who constantly urge that the government "give away" more of their tax money. The urging is done by comparatively small groups, each intent upon getting its own pet project under-written by the federal government.

You know as well as I do that by and large private business conducts its operations where it wants to — not where it is sent. It goes into its market or its source of raw material.

But no amount of so-called "Area redevelopment loans" or distressed area legislation can create a situation contrary to the fundamental facts, regardless of how many square feet of space it builds.

A misplaced factory is like an unrealistic price tag: It simply can't stand the competition.

No federal aid to education, which ultimately means control, can ever take the place of local direction and responsibility.

No public power program can ever give the efficient service, expanded research and tax revenues of private power sources.

No socialized medical schemes can ever give the individual attention every family needs in time of emergency.

How on earth can anyone in Washington know more about your own local community problems than you do? How can he have as much genuine concern about your welfare?

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(Continued on page 84)



## You can teach languages creatively—with Dictalab

Put yourself in the place of the language teacher who is shown at work in our picture.

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Or, from your vantage point behind the console of Dictalab's Automatic Control Center (not shown here), you can see every student. You can direct as many as 11 different preprogrammed lessons to them.

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Your school can begin its Dictalab language system with a modest, basic installation and add to it as the need grows. You'll get more than the finest equipment. You are assured of prompt, skilled service by Dictaphone Corporation's *own* staff of factory-trained servicemen, the largest in the field.

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1. Hot Rolled Carbon Steels
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3. Alloy Steels

to earn minimum extras for maximum savings with...

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This is the ultimate step in Hawkridge Brothers 3-year campaign to build profit into every unit and part you manufacture.

In 1959 Hawkridge introduced the Profit-Unit Purchasing Plan.

In 1960 Hawkridge introduced the Profit-Unit Engineering Plan.

NOW COMES PROFIT-UNIT PRICING, a plan that can cut your metals costs as much as 15 per cent!

### BENEFITS EVERY METALS BUYER IN NEW ENGLAND

Effective August 7th, 1961, every metals purchaser can COMBINE items of:

1. Cold-finished Carbon Steel
2. Hot-rolled Carbon Steel
3. Alloys

to earn minimum quantity extras.

### IMMEDIATE SAVINGS

For the first time in the industry's history, customers may "group" their metals buying into one order, with one set of extras which combine to earn lower quantity extras. Without any question, this new Hawkridge Profit-Unit Pricing Plan will bring major and immediate benefits.

Not only in immediate savings; those are apparent in the chart below. Further benefits come from Hawkridge's overnight service.

The only requirement is that items must be grouped: Placed on one order, on one day, for shipment at one time, to one destination.

### PROFIT-UNIT PRICING IS COST JUSTIFIED

This change in Hawkridge's pricing policy is basic. It is cost-justified. Costs are *not* related to product classes. Each order stands separate and distinct. The larger order no longer "defrays" part of the cost of filling the small, uneconomical ones.

### PROFIT-UNIT PRICING IN ACTION

The chart below illustrates the quantity extras available to you. Note that the extras have now been made uniform for all three categories. This alone helps make your purchasing and cost-accounting easier and more precise.

Study this chart. Remember that although your needs in any one category may not be large enough to take advantage of these quantity extras, you can combine items into one order to take advantage of major savings.

### HERE'S AN EXAMPLE:

To further understand how Profit-Unit Pricing can mean major savings, compare this order below, figured under conventional pricing methods, with Hawkridge's new Profit-Unit Plan.

Lbs.	Dia.		Conventional Pricing		Profit-Unit Pricing	
			Per Cwt.		Per Cwt.	
500	1"	C.F. C 1018	\$14.80	\$ 74.00	\$13.65	\$ 68.25
6,000	2"	C.F. C 1213 Leaded	16.04	962.40	15.37	922.20
1,500	3"	H.R. 4150 Leaded Annld.	18.84	282.60	17.58	263.70
6,000	4"	H.R. 4150 Leaded Heat Treated	20.89	1,253.40	19.52	1,171.20
2,500	2"	C.F. 4140 Leaded	22.79	569.75	21.84	546.00
2,000	3"	C.F. 4140 Leaded	22.94	458.80	22.05	441.00
500	1/2"	H.R. M 1020	11.65	58.25	9.66	48.30
1,000	5"	H.R. C 1117	13.10	131.00	10.56	105.60
20,000				\$3,790.20		\$3,566.25

DIFFERENCE \$223.95

For full details on Profit-Unit Pricing from a qualified representative, call your nearest Hawkridge Brothers headquarters today! Don't miss out on the truly significant savings now possible by buying all your metals needs from Hawkridge.

### COMBINED ORDER AND ITEM EXTRAS

Total Order Quantity	ITEM QUANTITY						
	6,000 lbs. and Over	2,000 to 5,999 lbs.	1,000 to 1,999 lbs.	500 to 999 lbs.	300 to 499 lbs.	100 to 299 lbs.	Under 100 lbs.
20,000 LBS. AND OVER	base	.15	.30	.75	1.50	3.50	6.00
10,000 TO 19,999 LBS.	.10	.25	.40	.85	1.60	3.60	6.10
6,000 TO 9,999 LBS.	.20	.35	.50	.95	1.70	3.70	6.20
2,000 TO 5,999 LBS.		.55	.70	1.15	1.90	3.90	6.40
1,000 TO 1,999 LBS.			1.10	1.55	2.30	4.30	6.80
500 TO 999 LBS.				1.95	2.70	4.70	7.20
300 TO 499 LBS.					4.50	6.50	9.00
UNDER 300 LBS.						9.50	12.00

NOTE: All stocked items of the following:

Hot rolled carbon steels  
Cold finished carbon steel bars  
Cold finished alloy steel bars

Hot rolled alloy steel bars  
May be combined for total order quantity on individual orders placed on one day for shipment at one time to one destination.

Remember, combine all three

Profit-Unit Pricing

Profit-Unit Purchasing

Profit-Unit Engineering

Hot Rolled Carbon Steels

Cold Finished Carbon Steels

Alloy Steels

**HAWKRIDGE** BROTHERS  
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# Business Pattern

**A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.**

## Connecticut Index Continues Up

◆ THE Connecticut Index rose 0.4 points in August to +2.2%. This is the highest the Index has been since September 1959. Manufacturing employment, average hours, and electric power sales made fractional gains. Construction employment dipped a bit.

The U.S. Index, although it remained level at -1.0% in August, was higher than a year ago when a decline was in progress.

Other current indications, while mixed, are generally favorable. Preliminary figures indicate that Gross National Product increased substantially in the third quarter. In addition, the Federal Reserve's Industrial Production Index and new orders of durable goods manufacturers continued to rise in August.

On the other hand, housing starts fell for the second straight month. Unemployment, which is expected to decrease in the fall, nevertheless stayed at a high level in August.

### Per Capita Income

According to Department of Commerce estimates, Connecticut residents in 1960 received \$7.3 billion in personal income. This was equivalent to \$2,863 per person keeping us third in per capita income. Mississippi remained the lowest ranking state with income of \$1,173 per person.

The big incomes which some Connecticut residents earn in New York and the relatively large proportion of the population which is employed are two factors which help to keep our average at a high level.

The increase in Connecticut per capita income between 1950 and 1955 was 31%. This was greater than the increases in the New England and U.S. averages. Between 1955 and 1960, however, our gain of 15% was smaller than the New England and the U.S. gains. One important reason is that Connecticut manufacturing wages and salaries, which by 1955 were already on the higher side, increased more slowly than the lower

New England and U.S. figures. This is also a reflection of the slower rate of growth in manufacturing which has prevailed here in recent years.

### Connecticut Sales Tax

The state sales tax does not apply to many essential items of living such as food, housing, children's clothing, services, etc. Thus, taxes are sensitive to economic conditions because the purchase of many taxable items can be postponed until things get better.

Apparently, Connecticut consumers feel optimistic about the business outlook, for sales tax revenues continued to improve in the second quarter. Seasonally adjusted revenues rose to \$20.4 million which slightly exceeded the previous high reached in the first quarter of 1960. From the 1960 recession low, it took only a half year for revenues to exceed the preceding peak. From the 1958 low, this process took two years.

Figures comparable to our sales tax revenues are not available for the nation, but retail sales of durable goods give some indication of this type of postponable spending. The 1960 decline in durable sales has leveled out in 1961, but as yet there has been little improvement. Sales in the first six months of 1961 were 9% below the same period of last year. First half state sales tax revenues, on the other

hand, were about the same in 1961 as in 1960.

A strong pickup in retail trade appears necessary if the improvement in the economy is to continue. Many economists feel that consumers, by increasing their savings and reducing their installment debts, have paved the way for a surge of retail buying later in the year.

### Capital Spending

Results of the Government's July and August survey of business investment plans have recently become available. The new figures put second quarter 1961 new plant and equipment expenditures a little lower and third and fourth quarter outlays a little higher than in the previous survey. The outlook for 1961 as a whole is just about the same. Capital spending is expected to total \$34.6 billion, off 3% from 1960.

New plant and equipment expenditures are important to watch because fluctuations in these outlays help to cause fluctuations in total output (Gross National Product). In addition, the anticipated improvement should mean more orders for such important Connecticut industries as machinery and hardware.

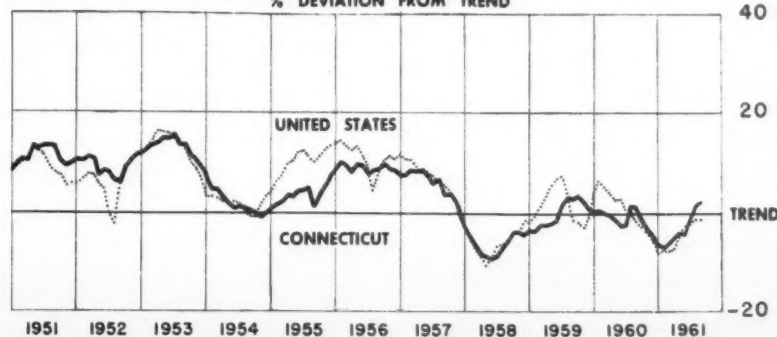
### Inventories and Sales

Changes in total business inventories are one of the principal causes of fluctuations in total output. We customarily discuss manufacturers' inventories because they cause most of the change in the total.

The decline in manufacturers' stocks ended in March. Since then, they have been about level, picking up slightly in July to \$53.6 billion. Sales have been rising from their January low. They reached \$31.1 billion in July.

The improvement in sales this year has been mainly responsible for reducing the inventory-sales ratio. In July, it was the lowest since February 1960. With this low ratio, it appears that inventories will rise moderately in the months ahead in response to the better sales outlook.

INDUSTRIAL ACTIVITY - CONNECTICUT vs. UNITED STATES  
% DEVIATION FROM TREND



# Spotlight on the Future

Contributed by National Association of Purchasing Agents

By E. F. ANDREWS, Vice President In Charge of Purchases  
Allegheny Ludlum Steel Corporation

## General Business Conditions

■ RECOVERY from the 1960-1961 recession is now an accomplished fact; the "hoped for" better third quarter is a reality; and the anticipated "good fourth quarter seems to be in the making, so say Purchasing Executives in their September report of business conditions.

New order and production figures are most encouraging this month. Last month our members told us that a "strong movement for the better was likely within the next 60 days." It would appear that this movement upward is under way and gathering momentum.

New orders set the pace, with a strong 58% reporting higher figures. Previous to this month, only three times in the last 10 years has such a large percentage so reported, (August 1955, September 1958, and April 1961), and only twice in the same period has the jump upward been as sharp. A very low 6% report new orders down. This is the lowest number so reporting since April, 1955.

This month, 51% show higher production figures, the highest percentage so reporting since May, 1959, while only 10% show production at a lower level.

	Better	Same	Worse
New Orders			
September	58	36	6
August	37	51	12
Production			
September	51	39	10
August	49	38	13

The possibility of an automobile strike was noted as a cloud on the horizon last month. This has now passed without serious effect, and Purchasing Executives seem to be looking ahead to the steel negotiations in mid-1962 as the next serious threat to the economy. Meanwhile, labor cost increases, sagging profits, prices, lengthening lead times, government spending, and inflation seem to be uppermost in the buyer's mind.

the upward trend line noted since February. The 34% reporting higher employment levels is the largest number so reporting since the pre-steel strike months of 1959. No change in employment was reported by 56%, down from the 63% so reporting in August. Only 10% report lower employment. This "lag" indicator is behaving as expected and is an encouraging sign for the continued upward trend in general business.

### Per Cent Reporting

	Hand to Mouth	30 Days	60 Days	90 Days	6 Mos. to 1 Yr.
September					
Production Materials	8	35	38	15	4
MRO Supplies	26	43	24	5	2
Capital Expenditures	12	7	14	21	46
August					
Production Materials	7	38	40	11	4
MRO Supplies	24	49	22	3	2
Capital Expenditures	13	3	17	20	47

### Commodity Prices

Price levels in September showed a marked reaction to the quickening tempo of business activity. Members finding higher price tags in the market place climbed from 10% last month to 20% in September, the largest percentage so reporting since April, 1960. Those who say the prices they paid were largely unchanged still account for a substantial 74%, but this is down from last month's 83%, and only 6% say prices are lower. Indications are that the stability mentioned in our August report may now be weakening in the face of growing pressures.

### Buying Policy

No dramatic change occurred in the buying policies of Purchasing Executives during September. Vendor lead times remained the controlling factor and respondents tell us these are under constant review, as are price developments and world tensions.

Our charts show a "saw-tooth" effect within a narrow range on a month-to-month basis; but, when the year-to-date is viewed as a whole, a gradual lengthening is discernible. While some expect this lengthening to become more pronounced during the next few months, reluctance to abandon conservative policies developed during the past recession is quite apparent.

### Purchased Materials Inventories

The "bottoming out" of inventory liquidation noted last month seems to have occurred and a small degree of accumulation started. The "hair-line control" and "close to the belt" policy of Purchasing Executives mentioned in previous reports is still very much in evidence. A solid 59% report no change, up from 56% last month, while 18% report lower levels. Higher figures are reported by 23% up only 1% above August.

### Specific Commodity Changes

The reports of specific commodity changes this month reflect the over-all price picture previously described. Only one item was generally reported down, although the chemical market as a whole, continued weak.

There are no indications that any serious shortages have as yet developed.

On the *up* side are: Iron and steel castings, steel scrap, bearings, paper, burlap, and cotton.

On the *down* side are: Aniline.

In *short* supply: None.

### Employment

Employment moves to higher ground again this month, extending

# PRODUCTS AND SERVICES

THIS department, formerly listing only products made in Connecticut (from 1937 through 1959) is now available for listing not only products made in the state but also services available to industry through management, technical research or other service organizations located in Connecticut.

Listing rate, \$6.00 per listing for 12 monthly insertions. Listings are payable annually, in advance, or within 30 days after their first insertion.

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- Abrasive Adhesives**  
Sevill, Inc., D. & H. (for polishing metals, etc.) Higganum
- Absorbents**  
Nielsen & Sons, Inc., John R. (oil, water, and grease) South Windsor
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Baker-Goodyear Co., The Branford
- Adding Machines**  
Underwood Corporation Hartford
- Adhesives**  
Polymer Industries, Inc. Springdale  
Raybestos Division Raybestos-Manhattan, Inc. Bridgeport  
Synco Resins, Inc. Bethel
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Eitel, Walter T. West Hartford
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Robotham Co., The Edward W. Westport & West Hartford  
Shenton Co., K. C. (Industrial marketing) Hartford  
Watson-Manning Advertising (Industrial and technical) Stratford
- Advertising by Representation**  
Hartz-Miller Associates Meriden
- Aerosol Containers**  
Seri-Print, Inc. (silk screen decorating on metal, plastic & glass) Waterbury
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York Research Corporation (altitude, shock, vibration, sand & dust, humidity, RFI, acoustic noise) Stamford
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Peabody Engineering Corp. Stamford
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Aeronautical Machinists, Inc. (Servo Mechanisms, low pressure switches—diaphragm type) Bridgeport  
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Consolidated Controls Corp. (pressure & temperature controls) Bethel  
Penn Mfg. Co., The (Hardened and Ground Gear assemblies) Newington  
Gabb Special Products Inc (filler caps—pressure fuel servicing systems) Windsor Locks  
Hamilton Standard Div., United Aircraft Corp. (propellers and other aircraft equipment) Windsor Locks  
Richard Manufacturing Co. Milford
- Aircraft Engine Timing Tools**  
Gabb Special Products, Inc. Windsor Locks
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Amco Manufacturing, Inc. Town of East Windsor, Warehouse Point  
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Hartford Machine Screw Co., Div. of Standard Screw Co. Hartford  
National Automatic Products Co., The Berlin  
Sevill Manufacturing Corp. (PANELOC Aircraft Fasteners) Waterbury
- Aircraft Instruments**  
Gorn Electric Company, Inc. Stamford  
Lewis Engineering Co., The Naugatuck
- Aircraft Nuts**  
McMellon Bros., Inc. Bridgeport
- Aircraft—Repair & Overhaul**  
Airport Department Pratt & Whitney Aircraft Div. Rentschler Field East Hartford
- Aircraft Sales**  
Simsbury Flying Service (Beechcraft) Hartford
- Aircraft Studs & Bolts**  
American Standard Products, Inc. Hartford  
Hartford Machine Screw Co., Div. of Standard Screw Co. Hartford  
National Automatic Products Co., The Berlin
- Aircraft Test Equipment**  
United Manufacturing Co. Division UMC Electronics Corporation Hamden
- Aircraft Wire & Cable**  
Lewis Engineering Co., The Naugatuck
- Alcoholic Beverages**  
Heublein, Inc. (Smirnoff Vodka, Heublein Cocktails) Hartford
- Alumilite Aluminum Sheets**  
Leed Co., The H. A. Hamden
- Aluminum Awnings**  
Norlee Aluminum Prod. Corp. Bloomfield
- Aluminum—Bar, Rod, Sheet, Plate**  
Frasse & Co., Inc., Peter A. Hartford  
Hamden Steel & Aluminum Corp. Hamden
- Aluminum Bronze Castings**  
Knapp Foundry Company, Inc. Gullford
- Aluminum Castings**  
Alloy Foundries Div., The Eastern Co. Naugatuck  
Newton-New Haven Co. West Haven
- Aluminum Die Castings**  
Mt. Vernon Die Casting Corporation Stamford  
Peasley Products, Inc. Stratford  
Peerless Aluminum Foundry Co., Inc., (permanent mold) Bridgeport  
Stewart Die Casting Div. Stewart-Watner Corp. Bridgeport
- Aluminum Extrusions**  
Eastern Steel and Metal Company West Haven
- Aluminum Foil**  
Republic Foil, Inc. Danbury
- Aluminum Forgings**  
Consolidated Industries, Inc. West Cheshire  
Sevill Manufacturing Company Waterbury
- Aluminum Ingots**  
Batchelder Co., Inc., Charles Newtown  
Lapides Metals Corp. New Haven
- Aluminum Sand Castings**  
Bridgeport Deoxidized Bronze Corp. Bridgeport  
Peerless Aluminum Foundry Co., Inc., Bridgeport
- Aluminum—Sheet and Rod**  
Sevill Manufacturing Company Waterbury
- Aluminum—Sheets & Coils**  
United Smelting & Aluminum Co., Inc. New Haven
- Aluminum Tubing**  
Eastern Steel and Metal Company West Haven  
LaPointe Industries (seamless, drawn) Rockville
- Aluminum Windows**  
Norlee Aluminum Prod. Corp. (combination and prime) Bloomfield
- Aluminum—Wire**  
Aluminum Wire Products Co., Inc. (Welding & Brazing) Glastonbury
- Ammunition**  
Remington Arms Co., Inc. Bridgeport
- Anodic Coating**  
Fenn Mfg. Co., The (Dow 17) Newington
- Anodizing**  
All-Brite Chemical Corp. Watertown  
Aluminum Finishing Co. Bridgeport  
Contract Plating Co., Inc. Stratford  
Leed Co., The H. A. Hamden  
Stamford Polishing & Plating Corp. Stamford
- Anodizing Equipment**  
Enthone, Inc. New Haven
- Arbors—Solid & Expanding**  
LeCount Tool Works, Inc. (sub. of The Grimes Engineering Corp.) Cheshire
- Architectural Woodworking**  
Dettenborn Woodworking Co., L. F. Hartford
- Armored Car Service**  
Mercer & Dunbar Hartford
- Asbestos**  
Auburn Manufacturing Company, The (gaskets, packaging, wicks) Middletown
- Asarcon Bronze**  
Derby Castings Company, The Seymour  
Knapp Foundry Company, Inc. (bushing & bearing stock) Gullford
- Assemblies**  
Gros-Ite Industries, Inc. Farmington  
Line Novelty Manufacturing Co. (small components) Waterbury
- Assemblies—Special**  
Custom Products Corp. Bridgeport
- Assemblies—Small**  
Amco Manufacturing, Inc. Town of East Windsor, Warehouse Point  
American Standard Products, Inc. Hartford  
Barnes Co., The Wallace Div. Associated Spring Corp. Bristol  
Cheshire Mfg. Co., Inc. Cheshire  
Custom Products Corp. Bridgeport  
Hartford Machine Screw Co., Div. of Standard Screw Co. Hartford  
Mite Corp., The New Haven  
Waterbury Pressed Metal Co. Waterbury
- Auctioneers**  
Machinery Auctioneering Corp. (plant liquidations) Hamden
- Audio-Visual Equipment**  
HIB Motion Picture Service (rental & service, projection and sound) New Haven  
Victor Animatograph Corp. a div. of Kalart (16mm sound and silent projectors; 35mm filmstrip and sound slide film projectors) Plainville
- Automatic Buffing & Polishing Machines**  
Harper Buffing Machine Company, The East Hampton
- Auto Cable Housing**  
Wiremold Company, The Hartford
- Automatic Control Instruments**  
Bristol Co., The (temperature, pressure, flow humidity, time) Waterbury
- Automatic Vending**  
Coin Cafe Div. Coca-Cola Bottling Co. of Hartford (food & beverages) East Hartford
- Automobiles—Children's**  
Powercar Company Mystic
- Automotive Bodies**  
Metropolitan Body Company Bridgeport
- Automotive Lending**  
Motorlease Corporation, The West Hartford
- Automotive Parts**  
Bridgeport Thermostat Div. Robertshaw-Fulton Controls Co. (automobile thermometers) Milford  
Echlin Mfg. Co., The (Ignition & Brake) Branford  
Els Automotive Corp. (Hydraulic Power and Mechanical) Middletown

# CONNECTICUT PRODUCTS AND SERVICES

Raybestos Division of Raybestos-Manhattan, Inc., (Brake Linings, Lined Brake Shoes, Clutch Facings, Automatic Transmission Parts)  
**Automatic Polishing and Buffing Equipment**  
 Packer Machine Company Meriden

**Automotive Tools**  
 Els Automotive Corp. (Brake Tools) Middletown

**Bakelite Moldings**  
 Watertown Mfg. Co., The Watertown

**Balls**  
 Abbott Ball Co., The (steel bearing and burnishing) Hartford  
 Kilian Steel Ball Corp., The Hartford  
 New Departure Div. of General Motors (steel and steel alloys) Bristol  
 Pioneer Steel Ball Company, Inc. (steel for bearings, burnishing, grinding; also brass, bronze and stainless) Unionville  
 Superior Steel Ball Co., Inc., (steel bearings & burnishing material) New Britain

**Band Saw Machines**  
 Thompson & Son Co., The Henry G. (automatic cut-off) New Haven

**Barrels**  
 Abbott Ball Co., The (burnishing and tumbling) Hartford  
 Enthone, Inc., (tumbling) New Haven  
 Essee Barrel Finishing Corp. (burnishing & tumbling) Byram

**Baseboard Radiation**  
 Tuttle & Bailey Div., Allied Thermal Corp. New Britain

**Baskets—Wire**  
 Rolock, Inc. Fairfield

**Bead Chain**  
 Bead Chain Mfg. Co., The Bridgeport

**Beaded Chain**  
 Auto-Swage Products, Inc. Shelton

**Bearings**  
 Barden Corporation, The (ball) Danbury  
 Fafnir Bearing Co. (ball) New Britain  
 Helm Company, The Fairfield  
 Marlin-Rockwell Corporation Plainville  
 New Departure Div. of General Motors (ball) Bristol  
 Norma-Hoffman Bearings Corp. (ball and roller) Stamford  
 Rogers Corporation (lubrication free) Rogers Torrington Co., The Torrington

**Bearing Retainers**  
 WAFB Div. of MPB, Inc. (instrument & miniature) Stratford

**Beauty & Barber Equipment**  
 Formatron Corporation Middletown

**Bellows Assemblies**  
 Bridgeport Thermostat Div. Robertshaw-Fulton Controls Co. Milford

**Bellows—Metallic**  
 Bridgeport Thermostat Div. Robertshaw-Fulton Controls Co. Milford

**Bells**  
 Bevin Brothers Mfg. Co. East Hampton  
 Cly-Dei Manufacturing Co. Waterbury

**Belted**  
 Hartford Belting Co. Hartford  
 Russell Mfg. Co. (High Speed Endless, Laminated Rubber, Roll Stock all types) Middletown  
 Walters Belting Industries, Inc. (flat high speed endless) Cromwell

**Bends—Pipe or Tube**  
 National Pipe Bending Co., The New Haven

**Beryllium Copper**  
 Gibbs Wire & Steel Co., Inc. (strip, wire & rod) Southington

**Bicycle Sundries**  
 Torrington Co., The Torrington

**Blackening Salts for Metals**  
 Du-Lite Chemical Corp. Middletown  
 Enthone, Inc. New Haven  
 Mitchell-Bradford Chemical Co. Milford

**Black Oxide Finishing**  
 Black Oxide, Inc. New Britain

**Black Oxide Treatment**  
 Bennett Metal Treating Co., The Elmwood

**Blades**  
 Capewell Manufacturing Company, Metal Saw Division (hack saw and hand saw) Hartford  
 Durham Enders Razor Co. (safety razor & industrial) Mystic

**Blades—Turbine**  
 Schellens-True Corp. Ivoryton

**Blast Cleaning Equipment**  
 Pressure Blast Mfg. Co., Inc., (Wet and Dry and Abrasive) Manchester

**Blocks**  
 Howard Company (cupola fire clay) New Haven

**Blower—Centrifugal Type**  
 Spencer Turbine Co., The Hartford

**Blower Fans**  
 Colonial Blower Company Plainville  
 Spencer Turbine Co., The Hartford

**Blower Systems**  
 Colonial Blower Company Plainville  
 Ripley Co. Middletown

**Blower Wheels**  
 Torrington Manufacturing Company, The Torrington

**Blueprints and Photostats**  
 Joseph Merritt & Co. Hartford

**Blue Printing Machines**  
 Rotolite of New England Glastonbury

**Bollers**  
 Bigelow Co., The New Haven

**Bolts and Nuts**  
 Clark Brothers Bolt Co. Middale  
 Hartford Machine Screw Co., Div. of Standard Screw Co., The Hartford  
 Torrington Co., The Torrington

**Boring Tools**  
 Atrax Company, The (solid carbide) Newington

**Bottles**  
 Feldman Glass Co., The New Haven  
 (Agents for Knox Glass, Inc.)

**Bottles—Cosmetic**  
 Serl-Print, Inc. (cosmetic aerosol ceramic decorating) Waterbury

**Box Board**  
 Bird & Son, Inc. New Britain  
 Continental Can Co., Boxboard and Folding Carton Division Montville  
 Federal Paper Board Co., Inc. Montville, New Haven & Versailles  
 Lydall & Foulds Paper Co., The Manchester  
 New Haven Board & Carton Co., The New Haven  
 Robertson Paper Box Co. Montville

**Boxes**  
 Bird & Son, Inc. (corrugated, solid fibre, cleated containers) New Britain  
 Connecticut Container Corporation New Haven  
 Continental Can Co., Fibre Drum and Corrugated Box Division Portland  
 Merriam Mfg. Co. (steel cash, bond, security, fitted tool and tackle boxes) Durham  
 Warner Bros. Co., The (Acetate, Paper, Acetate and Paper Combinations, Counter Display, Setup) Bridgeport

**Boxes and Crates**  
 City Lumber Co. of Bridgeport, Inc., The Bridgeport  
 St. Pierre Box and Lumber Unionville

**Boxes—Electrical Outlet**  
 Allied Hardware & Stamping Co. New Haven

**Boxes—Folding**  
 Leshine Carton Co. Branford

**Boxes—Metal**  
 Durham Mfg. Co. Durham  
 Merriam Mfg. Co. (Bond and Security, Cash and Utility, Personal Files and Drawer Safes) Durham  
 Scovill Manufacturing Company (aluminum, brass, bronze, copper-cosmetic, drug, hair pin, ointment, pill, powder, rouge, vanity) Waterbury

**Boxes—Paper—Folding**  
 Atlantic Carton Corp. Norwiche  
 Bridgeport Paper Box Co. Bridgeport  
 Carpenter-Hayes Paper Box Co., Inc. East Hampton  
 Continental Can Co., Boxboard and Folding Carton Division Montville  
 Curtis & Sons, Inc., S. Sandy Hook  
 Folding Cartons Incorporated (paper, folding) Versailles  
 Mills, Inc., H. J. Bristol  
 National Folding Box Co., Div. Federal Paper Board Co., Inc. (paper folding) New Haven and Versailles  
 New Haven Board & Carton Co., The New Haven  
 Robertson Paper Box Co. Montville  
 Warner Bros. Co., The Bridgeport

**Boxes—Paper—Setup**  
 Bridgeport Paper Box Co. Bridgeport  
 Hemlinway Corporation, The Waterbury  
 Mills, Inc., H. J. Bristol  
 Strouse Adler Company, The New Haven  
 Warner Bros. Co., The Bridgeport

**Braided Cords & Tapes**  
 Woodstock Line Co., The Putnam

**Brake Cables**  
 Els Automotive Corp. Middletown

**Brake Linings**  
 Raybestos Division of Raybestos-Manhattan, Inc. (Automotive and Industrial) Bridgeport

**Brake Service Parts**  
 Russell Mfg. Co. (all types, Fused Fabric, Durak, Wireback, Extruded) Middletown  
 Els Automotive Corp. Middletown

**Brass & Bronze**  
 Anaconda American Brass Company, The (sheet, wire, rods, tubes) Waterbury  
 Bridgeport Rolling Mills Company (coil, sheet, strip) Bridgeport  
 Bristol Brass Corp., The (sheet, wire, rods) Bristol  
 Chase Brass & Copper Co. Waterbury  
 Miller Company, The (phosphor bronze and brass in sheets, strips, rolls) Meriden  
 Scovill Manufacturing Company Waterbury  
 Tinsbeck Metals Co., The, (sheets and rolls) Waterbury

**Brass and Bronze**  
 International Silver Co., The (sheet and strip) Meriden

**Brass & Bronze Ingot Metal**  
 Mitchell Smelting & Refining Co., Inc. Botsford  
 Whipple and Choate Company, The Bridgeport

**Brass, Bronze, Aluminum Castings**  
 Coggins Mfg. Co., The J. B. Meriden  
 Derby Castings Company, The Seymour  
 Victors Brass Foundry, Inc. Guilford

**Brass & Bronze—Rods**  
 Hamden Steel & Aluminum Corp. Hamden

**Brass Goods**  
 Anaconda American Brass Company, The Waterbury  
 Rostrand Mfg. Co., The (Ecclesiastical Brass Ware) Milford  
 Scovill Manufacturing Company (to order) Waterbury

**Brass Mill Products**  
 Anaconda American Brass Company, The Waterbury  
 Chase Brass & Copper Co. Waterbury  
 Plume & Atwood Mfg. Co., The Thomaston  
 Scovill Manufacturing Company Waterbury  
 Seymour Manufacturing Co., The Seymour

**Brazing & Soldering**  
 Mildrum Jewel Company, The (Contract) East Berlin

**Brick-Building**  
 Donnelly Brick Co., The New Britain  
 Stiles Corp., subsidiary of Plastacrete Corp. North Haven

**Bricks—Fire**  
 Howard Company New Haven  
 Mullite Works Refractories, Div. H. K. K. Shelton  
 Porter Co., Inc.

**Bronze & Aluminum Castings**  
 Knapp Foundry Company, Inc. (rough or machined) Guilford

**Bronze Sand Castings**  
 Bridgeport Deoxidized Bronze Corp. Bridgeport

**Broom Caps**  
 Line Novelty Manufacturing Co. Waterbury

**Brooms—Brushes**  
 Fuller Brush Co., The East Hartford

**Buckles**  
 Hawley Mfg. Co., The Bridgeport  
 Hollander Metal Products Corp. Bridgeport  
 North & Judd Mfg. Co. New Britain  
 Patent Button Co., The Waterbury

**Buffing & Polishing Compositions**  
 Hubbard Hall Chemical Company, The Waterbury  
 Lea Mfg. Co. Waterbury

**Buffing & Polishing Compounds**  
 Austin Co., The Apley N. Pequabuck

**Burglar Alarm Systems**  
 Mosler Research Products, Inc. Danbury

**Burners**  
 Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark Thomaston

**Burners—Automatic**  
 Penbody Engineering Corp. Stamford

**Burners—Coal and Oil**  
 Penbody Engineering Corporation (Com-bined) Stamford



# CONNECTICUT PRODUCTS AND SERVICES

**Burners—Gas and Oil**  
Peabody Engineering Corporation (Com-  
bined) Stamford

**Burners—Refinery**  
Peabody Engineering Corporation (For Gas  
and Oil) Stamford

**Burnishing**  
Abbott Ball Co., The (burnishing Barrels  
and Burnishing Media) Hartford  
Pioneer Steel Ball Company, Inc. (balls,  
cones, other metallic shapes) Unionville

**Burs**  
Atrax Company, The (carbide) Newington  
Pratt & Whitney Co., Inc. (carbide and  
HSS) West Hartford

**Business Forms**  
Connecticut Manifold Forms Co., The  
Uarco, Inc. (Printers) West Hartford  
Deep River

**Buttons**  
Frank Parizek Manufacturing Co., The  
Schwanda & Sons, B. (ocean pearl and plas-  
tic) Putnam  
Staffordville  
Scovill Manufacturing Company (Uniform  
and Tack Fasteners) Waterbury  
Waterbury Companies, Inc. (Uniform and  
Fancy Dress) Waterbury

**Cabinet Work**  
Hartford Builders Finish Co. Hartford

**Cabinets**  
U. S. Laminates Div. Barridon Corp. (Kit-  
chen Cabinets, Counters, Vanities) Hartford

**Cable—Asbestos Insulated**  
Rockbestos Wire & Cable Co., Div. of Cerro  
Corp. New Haven

**Cable—Interlocked Armor**  
General Electric Company Bridgeport

**Cable—Nonmetallic Sheathed**  
General Electric Company Bridgeport

**Cages**  
Hendryx Co., The Andrew B. (bird and  
animal) New Haven

**Cams**  
Amco Manufacturing, Inc. Town of  
East Windsor, Warehouse Point  
American Cam Company, Inc. Bloomfield  
Bristol Instrument Gears, Inc. Forestville  
Hartford Special Machinery Co., The Hartford

**Cams, 2 Dimensional**  
Amco Manufacturing, Inc. Town of  
East Windsor, Warehouse Point  
Mallory Industries, Inc. West Hartford  
Parker-Hartford Corporation Hartford

**Cams, 3 Dimensional**  
Amco Manufacturing, Inc. Town of  
East Windsor, Warehouse Point  
Mallory Industries, Inc. West Hartford  
Parker-Hartford Corporation Hartford

**Electro Motive Mfg. Co., Inc.** The (mules &  
trimmer) Williamantic

**Capacitors**  
LaPointe Industries (precision air dielectric,  
variable) Rockville

**Carbide Dies**  
National Die Co., Inc., The Wolcott

**Carbide Form Tools**  
Somma Tool Co. (for automatic screw ma-  
chines) Waterbury

**Carbide Shape Dies**  
Thomaston Tool & Die Co. (any form)  
Thomaston

**Carbide Tools**  
Atrax Company, The (solid) Newington  
Precision Tool & Die Co. Waterbury

**Carbon Pile Type Resistors**  
Engineered Metals Manchester

**Card Clothing**  
Standard Card Clothing Co., The (for tex-  
tile mills) Stafford Springs

**Card Indexes**  
Wassell Organization, Inc. Westport

**Carpenter's Tools**  
Sargent & Company (Planes, Squares, Plumb  
Bobs, Bench Screws, Clamps and Saw  
Vices) New Haven

**Carpets and Rugs**  
Bigelow-Sanford Carpet Co. Thompsonville

**Carton Closure Equipment**  
Better Packages, Inc. ("Tape-O-Matic," "Bet-  
ter Pack") Shelton

**Casket Trimmings**  
Bridgeport Casket Hardware Co., The  
Bridgeport

**Casters**  
Bassick Company, The (Industrial and Gen-  
eral) Bridgeport

**Castings**  
Commercial Foundry Co., The (brass, bronze,  
aluminum) New Britain  
Connecticut Foundry Co. (grey iron) Rocky Hill  
Connecticut Malleable Castings Co. (malle-  
able iron castings) New Haven  
Custom Products Corp. (machined only) Bridgeport

**Ductile Iron Foundry, Inc.** Stratford  
Alloy Foundries Div., The Eastern Co. Naugatuck

**Farrel-Birmingham Company, Inc.** (Mecha-  
nite Nodular Iron, Steel) Ansonia  
H. R. Engineering Laboratories, Inc. (cen-  
trifugal steel mold) East Haddam  
Malleable Iron Fittings Co., malleable iron  
and steel) Branford  
Newton-New Haven Co. (zinc and aluminum)  
West Haven

**Nutmeg Crucible Steel Co. (steel)** Branford  
Plainville Casting Company (gray, alloy and  
high tensile irons) Plainville

**Philbrick-Booth & Spencer, Inc.** Hartford  
Producto Machine Company, The Bridgeport  
Scovill Manufacturing Company (Brass,  
Bronze and Aluminum) Waterbury

**Turner & Seymour Mfg. Co., The** (gray iron,  
semi steel and alloy) Torrington

**Union Mfg. Co. (grey iron & semi steel)** New Britain  
Waterbury Foundry Company, The (high-  
way & sash weights) Waterbury

**Wilcox Crittenden & Co., Inc.** (gray iron  
and brass) Middletown  
(Adv.)

**Castings—Investment**  
Arwood Precision Casting Corp. Groton  
Connecticut Investment Casting Corp. Pawcatuck

**Catalog Production**  
Watson-Manning Advertising Stratford

**Cements—Refractory**  
Mullite Works Refractories, Div. H. K.  
Porter Co., Inc. Shelton

**Centerless Grinding**  
Brown Manufacturing Co. Plainville  
Egan Machine Corp., The Terryville  
New England Centerless Grinding, Inc. West Hartford  
Winsted Centerless Co. Winsted

**Centers**  
Rendy Tool Co., The (anti friction, carbide  
tipped, high speed) Stratford

**Cermets**  
Russell Mfg. Co. (for missiles, and for fric-  
tion materials) Middletown

**Chain**  
Turner and Seymour Mfg. Co., The (weldless  
sash, jack, safety, furnace, universal, lion  
and cable) Torrington

**Chain-Banded**  
Auto-Swage Products, Inc. Shelton

**Chain—Power Transmission and Conveying**  
Whitney Chain Co., The Subsidiary of Foote  
Bros. Gear and Machine Corp. Hartford

**Chairs**  
The Hitchcock Chair Company Riverton

**Chemical Manufacturing**  
Carwin Company, The North Haven

**Chemicals**  
Hubbard Hall Chemical Company, The  
Waterbury

**Axton-Cross Co.** Shelton  
Carwin Company, The North Haven

**Ethone, Inc.** New Haven  
Fuller Brush Co., The (for cleaning and  
maintenance—cleaners, deodorants, deter-  
gents, disinfectants, dust absorbers and  
polishers) East Hartford

**Macalister Bicknell Company** New Haven  
Naugatuck Chemical Division United States  
Rubber Co. Naugatuck

**New England Line Company** Canaan  
Pfizer & Co., Inc., Chas. Groton

**United States Chemical Corp.** New Haven

**Chemicals—Agriculture**  
Naugatuck Chemical Division United States  
Rubber Co. (insecticides, fungicides, weed  
killers) Naugatuck

**Chemists—Analytical & Consulting**  
Bridgeport Testing Laboratory, Inc. Bridgeport  
York Research Corporation Stamford

**Christmas Light Clips**  
Foursome Manufacturing Company Bristol

**Chrome Plating**  
Conn. Electro Plating Co. (quality controlled)  
Waterbury

**Chromium Plating**  
Chromium Corp. of America Waterbury  
Chromium Process Company, The Shelton

**Chuck Jaws**  
Royal Machine & Tool Corp. Berlin

**Chucks**  
Cushman Chuck Co., The Hartford  
Jacobs Manufacturing Co., The (drill  
chucks, lathe collet chucks and arbors) West Hartford

**Skinner Precision Industries, Inc.** New Britain  
Skinner-Horton Chuck Div. New Britain  
Union Manufacturing Company New Britain

**Chucks—Air**  
Cushman Chuck Co., The Hartford  
Power Grip, Inc. Rockfall

**Skinner Precision Industries, Inc.** New Britain  
Skinner-Horton Chuck Div. New Britain

**Chucks—Drill**  
Jacobs Manufacturing Co., The West Hartford

**Chucks—Jaws**  
Apex Machine Tool Co. Elmwood

**Chuck & Face Plate Jaws**  
Cushman Chuck Co., The Hartford  
Skinner Precision Industries, Inc. New Britain

**Skinner-Horton Chuck Div.** New Britain  
Union Manufacturing Company New Britain

**Chucks—Lathe**  
Cushman Chuck Co. (power and hand op-  
erated) Hartford

**Skinner Precision Industries, Inc.** New Britain  
Skinner-Horton Chuck Div. New Britain

**Chucks—Power Operated**  
Cushman Chuck Co., The Hartford  
Skinner Precision Industries, Inc. New Britain

**Skinner-Horton Chuck Div.** New Britain  
Union Manufacturing Company New Britain

**Church Furniture**  
Dettenborn Woodworking Co., L. F. Hartford

**Clamp Sets**  
D.S.O. Mfg., Inc. (Hold All Sets) Kensington

**Chay**  
Howard Company (Fire Howard "B" and  
High Temperature Dry) New Haven

**Cleaning Compounds**  
Ethone, Inc. (Industrial) New Haven

**Clock Mechanisms**  
Lux Clock Mfg. Co., The Waterbury

**Clocks**  
E. Ingraham Co., The Bristol  
United States Time Corporation, The Waterbury

**Clocks—Alarm**  
Lux Clock Mfg. Co., The Waterbury

**Clocks—Automatic Cooking**  
Lux Clock Mfg. Co., The Waterbury

**Clothing—Acid & Caustic Resistant**  
Setlow & Son, Inc., M. Orange

**Clothing—Flameproof**  
Setlow & Son, Inc., M. Orange

**Clothing—Lint Free**  
Setlow & Son, Inc., M. Orange

**Clutches**  
Snow-Nabstedt Gear Corp., The New Haven

**Clutch Facings**  
Raybeston Division of Raybestos-Manhattan,  
Inc. (Molded, Woven, Semi-metallic and  
Full-metallic) Bridgeport

**Russell Mfg. Co. (rubber Shock Cord— all  
sizes and types)** Middletown

**Coils—Electric**  
Bittermann Electric Company Canaan  
Rowley Spring Co., Inc., The (Air-wound  
for television and electronic industries) Bristol

**Coils—Pipe or Tube**  
National Pipe Bending Co., The New Haven  
Whitlock Manufacturing Co., The Hartford

**Coil Winding**  
Advanced Electronics, Inc. (custom) Rocky Hill

**Coil Winders—Toroidal**  
Boesch Manufacturing Div. Waltham Preci-  
sion Instrument Co., Inc. Danbury

**Coke—Industrial**  
Connecticut Coke Co., The New Haven

# CONNECTICUT PRODUCTS AND SERVICES

**Cold Headed Products**  
Connecticut Manufacturing Co. ( $\frac{1}{4}$ " dia. x 1 $\frac{1}{2}$ " long) Waterbury

**Cold Molded Electrical Insulation**  
Meriden Molded Plastics Meriden

**Cold Storage**  
Crystal Ice Co., The Norwalk

**Communication Systems**  
Tel-Rad, Inc. Hartford

**Compacts**  
Scovill Manufacturing Company (powder and rouge) Waterbury

**Comparators**  
Johnson Gage Company Bloomfield

**Compressors**  
Brunner Division of Dunham-Bush, Inc. (Refrigeration, Air Conditioning and Air Compressors) West Hartford  
Norwalk Company, Inc. (high pressure air and gas) South Norwalk

**Computers**  
Reflection Electronics, Inc. Stamford  
Royal McBee Corp. Hartford

**Concrete Products**  
Plastcrete Corp. Hamden, Hartford  
North Haven, Waterbury, Willimantic  
**Condenser and Heat Exchanger Tubes**  
Scovill Manufacturing Company Waterbury

**Concrete—Transit Mix**  
Roucari Industries  
Hartford, Windsor Locks, East Granby

**Cones**  
Sonoco Products Co., (paper) Mystic

**Connector**  
Gorn Electric Co., Inc. (precision miniature electrical and printed circuit) Stamford

**Construction Equipment Trailers**  
Kensington Welding & Trailer Co., The Kensington

**Consultants**  
Robotham Co., The Edward W. (advertising & marketing) Westport & West Hartford

**Consulting Engineers**  
Souther Engineering Co., Henry Hartford  
Welch, William A. Danbury

**Continuous Mill Gages**  
Pratt & Whitney Co., Inc. West Hartford

**Contract Machining**  
Amco Manufacturing, Inc. Town of East Windsor, Warehouse Point  
Herrick & Cowell Co., The North Haven  
Laurel Mfg. Co., Inc. (Precision Production Small Parts) Plainville  
Malleable Iron Fittings Company Branford  
McMellon Bros., Inc. (precision threaded parts) Bridgeport

**Contract Manufacturers**  
Advanced Electronics, Inc. Rocky Hill  
Amco Manufacturing, Inc. Town of East Windsor, Warehouse Point  
American Standard Products, Inc. Hartford  
Custom Products Corp. Bridgeport  
Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark Thomaston  
Fenn Mfg. Co., The (Precision Machine Works) Newington  
Hartford Machine Screw Co., Div. of Hartford  
Lombard Engineering Co. Derby  
Merriam Mfg. Co. (production runs—metal boxes and containers to specifications) Durham

Mite Corp., The (Metal parts and assemblies) New Haven  
Scovill Manufacturing Company (metal parts and assemblies) Waterbury  
Sperry Products Co., Div. Howe Sound Co. Danbury  
Torrington Co., The Torrington  
Voss Co., The Branford

**Control Centers**  
Tech Design Co., Inc., (designers & fabricators of control centers) Ansonia

**Controllers**  
Bristol Company, The Waterbury

**Controls—Remote**  
Panish Controls (Remote Controls for Marine & Aeronautic Applications) Bridgeport

**Controls—Remote Hydraulic**  
Sperry Products Co., Div. Howe Sound Co. Danbury

**Converters**  
Sorensen-A Unit of Raytheon South Norwalk

**Converters DC to AC**  
Electric Specialty Co. Stamford  
Safety Electrical Equipment Corp. New Haven

**Conveyor Systems**  
Leeds Conveyor Mfg. Co., The East Haven  
Production Equipment Co. Meriden

**Copper**  
Anaconda American Brass Company, The (sheet, wire, rods, tubes) Waterbury  
Bristol Brass Corp., The (steel) Bristol  
Chase Brass & Copper Co. (sheet, rod, wire, tube) Waterbury  
Thinsheet Metals Co., The (sheet and rolls) Waterbury

**Copper Castings**  
Knapp Foundry Company, Inc. Guilford  
**Copper Sand Castings**  
Bridgeport Deoxidized Bronze Corp. Bridgeport

**Copper Sheets**  
Anaconda American Brass Company, The Waterbury  
New Haven Copper Co., The Seymour

**Copper Shingles**  
New Haven Copper Co., The Seymour

**Copper Water Tube**  
Anaconda American Brass Company, The Waterbury

**Copying Machines**  
Thermo-Fax Sales of Conn., Inc. New Haven

**Cord**  
Russell Mfg. Co., The (marine & aero shock) Middletown

**Cord Sets—Electric**  
General Electric Company Bridgeport  
Plastic Wire & Cable Corporation, The Jewett City  
Seeger-Williams, Inc. Bridgeport

**Cores—Fibre**  
Sonoco Products Co. Mystic

**Corn Cob Meal**  
Nielson & Sons, Inc., John R. (Graded) South Windsor

**Correspondence Files**  
Wassell Organization, Inc. Westport

**Corrugated Box Manufacturers**  
Connecticut Container Corporation New Haven  
Corrugated Containers, Inc. Hartford

**Corrugated Shipping Cases**  
Connecticut Container Corporation New Haven

Continental Can Co. Fibre Drum and Corrugated Box Division Portland  
D. L. & D. Container Corp. New Haven  
New Haven Board & Carton Co. New Haven

**Cosmetic Containers**  
Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark Thomaston  
Eyelet Specialty Div. International Silver Co. Wallingford  
Lakewood Metal Products, Inc. Waterbury  
Scovill Manufacturing Co. Waterbury  
Seri-Print, Inc. (silk screen decorated) Waterbury

**Cosmetics**  
Chesebrough-Pond's, Inc. Clinton  
Fuller Brush Co., The East Hartford

**Counting Devices**  
Haydon Instrument Co., The Waterbury  
Veeder-Root, Inc. Hartford

**Couplings**  
Scovill Manufacturing Company (garden and industrial hose) Waterbury

**Cushioning for Packaging**  
Gilman Brothers Co., The Gilman

**Custom Molders**  
Dickmont Plastics Corporation Stamford

**Cutters**  
Atrax Company, The (solid carbide) Newington  
Hanson-Whitney Co., The (thread milling) Hartford

Mitrametric Co., The (ground platen) Torrington  
Pratt & Whitney Co., Inc., (Milling Cutters all types carbide and HSS) West Hartford

**Cutting & Creasing Rule**  
Bartholomew Co., H. J. Bristol

**Cutting Tools**  
Nelco Tool Co., Inc. Sub. Brown & Sharpe Mfg. Co. (carbide & HSS) Manchester

**Data Collection Systems**  
Stromberg Division—General Time Corp. Thomaston

**Data Processing Equipment**  
Royal McBee Corp. Hartford

**DC Power Supplies**  
Sorensen-A Unit of Raytheon South Norwalk

**Decalcomanias**  
Strocco Screenprints New Haven

**Deep Drawings**  
Scovill Manufacturing Company Waterbury

**Deep Hole Drilling & Reaming**  
Hamden Deep Hole Drilling Co. Hamden  
Magna Standard Mfg. Co., The Milford  
Products Design & Mfg. Corp. Newington

**Dehydrators**  
Kahn and Company, Inc. (compressed air and gases) Wetherfield

**Delayed Action Mechanism**  
M. H. Rhodes, Inc. Hartford  
R. W. Cramer Company, Inc., The Centerbrook

**Detergents**  
Linbro Chemical Co., Inc. (for laboratories & washing electronic parts) New Haven

**Diamond Products**  
Amplex Corporation, The (Industrial) Bloomfield

**Diamonds—Industrial**  
Parsons Diamond Products, Inc. West Hartford  
Russell, Inc., R. R. Newington

**Diamond Tools**  
Parsons Diamond Products, Inc. West Hartford  
Russell, Inc., R. R. Newington

**Dictating Machines**  
Dictaphone Corporation Bridgeport  
SoundScriber Corporation, The New Haven

**Diaphragms—Aircraft and Industrial**  
Aero Gasket Corporation Meriden

**Die Castings**  
Mt. Vernon Die Casting Co. Stamford  
Pensley Products, Inc. (aluminum and zinc) Stratford  
Newton-New Haven Co., Inc. New Haven  
Stewart Die Casting Div. Stewart-Warner Corp. Bridgeport

**Die Casting Dies**  
Eastern Machine Screw Corp., The New Haven  
Weimann Bros. Mfg. Co., The Derby

**Die Heads—Self Opening**  
Eastern Machine Screw Corp., The New Haven  
Geometric Tool Co., Div. United-Greenfield Corp. New Haven

**Die Sets**  
Producto Machine Company, The Bridgeport  
Superior Steel Products Corp. (steel) Cheshire  
Union Mfg. Co. (precision, steel and semi-steel) New Britain

**Dies**  
Hoggson & Pettis Mfg. Co., The New Haven

Mitrametric Co., The (ground for gears) Torrington  
Plainville Special Tool Co. Plainville  
Pratt & Whitney Co., Inc. (thread cutting and thread rolling) West Hartford

**Dies & Die Cutting**  
Douglas Co., Geo. M. New Haven

**Dielectric Heaters**  
Radio Frequency Co., Inc. New Britain

**Digital Clocks**  
Haydon Instrument Co., The Waterbury

**Displays**  
Sansome Co., S. Frederick (design & production) Short Beach

**Display Containers**  
National Folding Box Co. Div. Federal Paper Board Co., Inc. (folding paperboard) New Haven and Versailles

**Displays—Design & Production**  
Ad-Craft Displays, Inc. Bloomfield  
Stifel & Kufita New Britain

**Display Equipment**  
Polecats, Inc. Old Saybrook

**Displays—Metal**  
Durham Mfg. Co., The (Designing & Mfg. to customers' specifications) Durham  
Merriam Mfg. Co. (Contract Work to Individual Specifications) Durham  
Parsons Co., Inc., W. A. (custom designed) Durham

**Displays—Plastic**  
Dura Plastics of New York, Inc. Westport

**Displays—Wire**  
J. C. Products, Inc. Higganum

**Door Closers**  
Sargent & Company New Haven

**Doors**  
Bilco Co., The (metal, residential and commercial) West Haven

**Dowel Pins**  
Allen Manufacturing Co., The Bloomfield  
Hartford Machine Screw Co. Div. of Standard Screw Co. Hartford  
Torrington Co., The Torrington

# CONNECTICUT PRODUCTS AND SERVICES

**Drafting Accessories**  
Joseph Merritt & Co. Hartford

**Drill Presses**  
Sigourney Tool Co. (sensitive drilling machines) Bloomfield  
Townsend Mfg. Co., The H. P. Elmwood

**Drilling—Small Hole**  
D.S.O. Mfg. Co., Inc. (wire) Kensington  
**Drilling Machines**  
Pratt & Whitney Co., Inc. (Deep Hole) West Hartford

**Drilling Service—Hard Steel**  
Walton Co., The West Hartford

**Drilling and Tapping Units**  
Hartford Special Machinery Co. Hartford

**Drop Forgings**  
Billings & Spencer Co., The Hartford  
Consolidated Industries West Cheshire  
Wileox Crittenden & Co., Inc. Middletown

**Duplicating Machines**  
Thermo-Fax Sales of Conn., Inc. New Haven

**Duplicating Machines—Automatic**  
Pratt & Whitney Co., Inc. West Hartford

**Dust Collectors**  
Colonial Blower Co. Plainville

**Elastic**  
Russell Mfg. Co. (rubber shock cord — all sizes and types) Middletown

**Elastic Fabrics**  
United Elastic Corporation, American Mills Div. (for corsets, underwear, underwear) New Haven

**Electric Cables**  
General Electric Company (for residential, commercial and industrial applications) Bridgeport  
Rockbestos Wire & Cable Co. Div. of Cerro Corp. (asbestos insulated) New Haven

**Electric Cord Springs**  
Bristol Spring Manufacturing Co. Plainville

**Electric Cords**  
General Electric Company Bridgeport  
Rockbestos Wire & Cable Co. Div. of Cerro Corp. (asbestos insulated) New Haven

**Electric Enclosed Switches**  
Arrow-Hart & Hegeman Electric Co., The Hartford

**Electric Eye Control**  
Hiple Company, Inc. Middletown

**Electric Fixture Wire**  
Rockbestos Wire & Cable Co. Div. of Cerro Corp. (asbestos insulated) New Haven

**Electric Hand Irons**  
Winsted Hardware Mfg. Co. (trade mark "Durabilt") Winsted

**Electric Insulation**  
Stevens Paper Mills, Inc., The Windsor

**Electric Lighting Fixtures**  
Wasley Products, Inc. Plainville

**Electric Motor Controls**  
Arrow-Hart & Hegeman Electric Co., The Hartford

**Electric Motor Repair**  
B & J Electric Co. Ansonia

**Electric Motors**  
Electric Specialty Co. Stamford  
Harvey Hubbell Incorporated Bridgeport  
Iona Manufacturing Company, The Manchester  
Safety Electrical Equipment Corp. New Haven  
U. S. Electrical Motors, Inc. Milford

**Electric Switches**  
Harvey Hubbell, Incorporated Bridgeport

**Electric Time Controls**  
Cramer Controls Corporation, The Centerbrook

**Electric Wire**  
Rockbestos Wire & Cable Co. Div. of Cerro Corp. (asbestos insulated) New Haven

**Electric Wiring Devices**  
Arrow-Hart & Hegeman Electric Co., The Hartford  
Harvey Hubbell, Incorporated Bridgeport

**Electrical Appliances**  
Iona Manufacturing Company, The Manchester

**Electrical Components**  
Connecticut Electric Mfg. Co., The (knife switches, fuse blocks, contact clips) Bantam

**Electrical Conduit Fittings & Grounding Specialties**  
Gillette-Vilber Company, The New London

**Electrical Connectors**  
Burndy Corporation Norwalk

**Electric Control Apparatus**  
Plainville Electrical Products Co., The Plainville

**Electrical Insulation**  
Case Brothers, Inc. Manchester  
Rogers Corporation Rogers

**Electrical Recorders**  
Bristol Co., The Waterbury

**Electrical Relays and Controls**  
Allied Control Co. Plantsville

**Electrical Switchboards**  
Plainville Electrical Products Co., The Plainville  
Pneumatic Applications Co. Simsbury

**Electrical Wiring Systems**  
Wiremold Co., The Hartford

**Electro Mechanical Prototypes**  
Victor Tool & Mfg., Inc. Higganum

**Electronic Assemblies**  
Advanced Electronics, Inc. (custom) Rocky Hill  
Scovill Manufacturing Company Waterbury

**Electronic Circuits**  
Seri-Print, Inc. (silk screen plates & supplies) Waterbury

**Electronic Components**  
Wilco Machine Tool Co., Inc. Manchester

**Electronic Control Systems**  
Barton Electronics, Inc. West Hartford

**Electronic Equipment**  
LaPointe Industries (and assemblies) Rockville

**Electronic Parts**  
Patent Button Company, The Waterbury  
Prentice Mfg. Co., The G. E. (stampings to customers' specifications) Kensington  
Terryville Manufacturing Co. (Stampings to customer specifications) Terryville

**Electronics**  
Andersen Laboratories, Inc. West Hartford  
Beau Electronics Waterbury  
Ripley Co. Middletown  
Sturup Larabee & Warmers, Inc. Middletown

**Electronics Corporation**  
Vince Electronics Corporation New Haven

**Electro-Mechanical Assemblies**  
Advanced Electronics, Inc. (custom) Rocky Hill

**Electroplating**  
Coggins Mfg. Co., The J. B. Meriden  
Glering Metal Finishing, Inc. Hamden  
Waterbury Plating Company Waterbury

**Electroplating—Equipment & Supplies**  
Enthone, Inc. New Haven  
Hubbard Hall Chemical Company, The Waterbury

**Electroplating—Equipment & Supplies**  
Iona Manufacturing Co., The Waterbury  
MacDermid, Incorporated Waterbury

**Electrotypes**  
Barnum-Hayward Electrotype Co., Inc. New Haven  
New Haven Electrotype Div. Electrographic Corp. New Haven

**Elevators**  
Eastern Elevator Co. (passenger and freight) New Haven  
General Elevator Service Co. Hartford

**Employment Agencies**  
Administrative-Technical Personnel Service Hartford  
Advancement Opportunities Inc. Hartford  
Burnham Employment Agency (executive, technical, secretarial) Hartford  
Rita, Richard P. Personnel Services, Inc. Wthy., New Haven, Bridgeport & Hartford  
Snelling & Snelling Hartford

**Enameling**  
Glering Metal Finishing, Inc. Hamden  
Waterbury Plating Company Waterbury

**Enamels & Lacquers**  
Dobbs Chemical Co., The (industrial finishes to customers' specifications) New Haven

**Engineering**  
Marchant & Minges (building construction) West Hartford  
Research & Development Designers, Inc. Middletown  
Technical Design and Development Co., Inc. (design and drafting) Milford

**Engineering Service**  
Lacey Manufacturing Co., The Bridgeport

**End Mills**  
Atrax Company, The (solid carbide) Newington

**Engraving—Plastic and Nonferrous Metals**  
New England Engraving Company Div. of Dura Plastics of New York, Inc. Westport

**Engraving—Plastic and Nonferrous Metals**  
Pratt & Whitney Co., Inc. (carbide and HSS) West Hartford  
Salisbury Products, Inc. Lakeville

**Envelopes**  
Curtis 1000, Inc. Hartford  
Midwestern Envelope & Paper Co., Inc. Danbury

**United States Envelope Company**  
Hartford Division Hartford

**Environmental Test Equipment**  
American Research Corp. Farmington

**Excelsior**  
Nielsen & Sons, Inc., John R. South Windsor

**Executive Recruiting**  
Advancement Opportunities Inc. Hartford

**Exit Devices**  
Sargent & Company New Haven

**Experimental Machining**  
Madison Standard Corp., The East Hartford  
Wilco Machine Tool Co., Inc. Manchester

**Explosives**  
Ensign-Bickford Co., The (safety fuse, detonating fuse, blasting accessories) Simsbury

**Extensions—Tap**  
Walton Co., The West Hartford

**Extractors**  
Walton Co., The (tap, pipe & stud) West Hartford

**Extraction Service**  
Walton Co., The (taps, drills, studs) West Hartford

**Extruders and Accessories**  
Davis Electric Company (Ram Type Teflon Extruder) Wallingford  
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp. Mystic

**Extrusions—Plastic**  
Jessall Plastics Div. The Electric Storage Battery Co. Kensington

**Eyelets**  
Anaconda American Brass Company, The Waterbury  
Arro Eyelet & Tool Co. (small-printed circuit, brass & copper) Waterbury

**Eyelet & Tool Co.**  
Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark Thomaston  
Gem Machine & Tool Co. Waterbury  
Mark Eyelet & Stamping Co. (small-metal stampings) Wolcott

**Eyelet & Stamping Co.**  
Platt Bros. & Co., The Waterbury  
Stevens Co., Inc. Waterbury  
Salem Mfg. Co. Prospect

**Eyelets, Ferrules and Wiring Terminals**  
Anaconda American Brass Company, The Waterbury

**Eyelet Machine Products**  
Anaconda American Brass Company, The Waterbury

**Ball & Socket Mfg. Co., The**  
West Cheshire

**Cold Forming Mfg. Co., The**  
Waterbury

**Cly-Del Manufacturing Co.**  
Waterbury

**Lakewood Metal Products, Inc.**  
Waterbury

**Line Novelty Manufacturing Co. (shells, ferrules, condenser cans)**  
Waterbury

**Dorset-Rex Inc., Subsidiary of Landers, Frary & Clark**  
Thomaston

**National Die Co., Inc., The**  
Wolcott

**Platt Bros. & Co., The**  
Waterbury

**Prospect Machine Products, Inc.**  
Prospect

**Scovill Manufacturing Company**  
Waterbury

**Stevens Co., Inc.**  
Waterbury

**Waterbury Pressed Metal Co.**  
Waterbury

**Eyelet Parts**  
Auto-Swage Products, Inc. Shelton

**Fabricators**  
Scovill Manufacturing Company (aluminum, brass, bronze, copper, steel) Waterbury

**Fabrics**  
Russell Mfg. Co. (Teflon, Moulded Fabric, Bearing Surfaces, High Temperature Fabrics) Middletown

**Fan Blades**  
Torrington Manufacturing Company, The Torrington

**Fans—Electric**  
General Electric Company Bridgeport

**Fasteners—Aircraft**  
Scovill Manufacturing Company (PANELLOC Aircraft Fasteners) Waterbury

**Fasteners—Industrial**  
Scovill Manufacturing Company Waterbury  
Torrington Co., The Torrington

**Fasteners—Laundry Proof**  
Scovill Manufacturing Company (GRIPPER snap fasteners) Waterbury



# CONNECTICUT PRODUCTS AND SERVICES

**Fasteners—Slide & Snap**  
Scovill Manufacturing Company (GRIPPER zippers and GRIPPER snap fasteners) Waterbury

**Felt**  
Auburn Manufacturing Company, The (mechanical, cut parts) Middletown  
Drycor Felt Company (paper makers and industrial) Staffordville

**Felt—All Purpose**  
American Felt Co. (Mill & Cutting Plant) Glenville  
Chas. W. House & Sons, Inc. (Mills & Cutting Plant) Unionville

**Ferrules**  
Cly-Del Manufacturing Co. Waterbury

**Fibre Board**  
Bird & Son, Inc. New Britain  
Case Brothers, Inc. Manchester  
Colonial Board Company Manchester  
C. H. Norton Co., The North Westchester  
Stevens Paper Mills, Inc., The Windsor

**Fiberglass Products**  
Fiberglass Products Eng. Co. South Norwalk

**File Cards**  
Standard Card Clothing Co., The Stafford Springs

**Filing Equipment**  
Wassell Organization, Inc. Westport

**Film Processing**  
Chemtrol Corp. (Kodachrome) Stamford

**Film Processing Machinery**  
Filmline Corporation Milford

**Filters—Fluid**  
Alsop Engineering Co. Milldale  
Cuno Engineering Corp., The Meriden

**Filter Media**  
National Filter Media Corp. (cloth & paper) New Haven

**Financing**  
Small Business Investment Co. of Connecticut Bridgeport

**Finger Nail Clippers**  
H. C. Cook Co., The Ansonia

**Firearms**  
Colt's Patent Fire Arms Mfg. Co., Inc. Hartford  
Junior Screw Machine Products, Inc. West Haven  
Marlin Firearms Co., The New Haven  
O. F. Mossberg & Sons, Inc. New Haven

**Fire Alarm Systems**  
Fire-Lite Alarms, Inc. New Haven

**Fire Hose**  
Fabrics Fire Hose (municipal and industrial) Sandy Hook

**Fireplace Goods**  
Puritan Fireplace Furnishing Co. Milford

**Fireworks**  
M. Backes' Sons, Inc. Wallingford

**Fixtures**  
Gros-It Industries, Inc. Farmington

**Flame Hardening**  
Flame Treating & Engineering Co., The West Hartford

**Flashlights**  
Bridgeport Metal Goods Mfg. Co. Bridgeport

**Flat Springs**  
Bristol Spring Manufacturing Co. Plainville  
Geneco Manufacturing Co., Inc. Southington

**Flatware—Stainless Steel**  
Majestic Silver Co., The New Haven

**Flexible Shaft Machines**  
Pratt & Whitney Co., Inc. West Hartford

**Floats**  
Naugatuck Mfg. Co. (seamless copper & plastic) Waterbury  
Safety Float Corporation (skin diving flag buoys; floats for swimming pools & swimming areas) Waterbury

**Float Switches**  
Gorn Electric Co., Inc. (for aircraft and commercial use) Stamford

**Floor & Ceiling Plates**  
Beaton & Corbin Mfg., The Southington  
Beaton & Cadwell Mfg. Co., The New Britain

**Fluorescent Lighting Equipment**  
Wiremold Company, The Hartford

**Foam Rubber**  
Armstrong Rubber Company, The West Haven

**Food Products**  
Heublein, Inc. (A.J. Steak Sauce, Maypo Hot Oat Cereal, Maltex Hot Cereal) Hartford

**Forgings**  
Billings & Spencer Company Hartford  
Bridgeport Hardware Mfg. Corp., The Bridgeport  
Capewell Manufacturing Company Hartford  
Chase Brass & Copper Co. Waterbury  
Consolidated Industries, Inc. West Cheshire  
Heppenstall Co. (all kinds and shapes) Bridgeport  
Ideal Forging Corp. Southington  
Scovill Manufacturing Company (Non-ferrous) Waterbury

**Forming Tools**  
C. & S. Tool Co., Inc. Berlin

**Forms**  
Baker Goodyear Co. (Columnar and Analyticals) Branford

**Foundation Garments**  
Crown Corset Co., The Bridgeport

**Foundries**  
Connecticut Foundry Co. Rocky Hill  
Connecticut Malleable Castings Co. (malleable iron castings) New Haven  
Derby Castings Company, The Seymour  
Ductile Iron Foundry, Inc. Stratford  
Malleable Iron Fittings Co. (Malleable Iron and Steel Castings) Branford  
New England Alloy Casting Corp. Hartford  
Plainville Casting Company (gray, alloy and high tensile irons) Plainville  
Producto Machine Company, The Bridgeport  
Scovill Manufacturing Company Waterbury  
Turner & Seymour Mfg. Co., The (gray, iron, semi steel and alloy) Torrington  
Unlou Mfg. Co. (gray iron & semi steel) New Britain  
Wilcox Crittenden & Co., Inc. (iron, brass, aluminum and bronze) Middletown

**Fountain Pens and Mechanical Pencils**  
Waterman Pen Company, Inc. Seymour

**Foundry Coke**  
Connecticut Coke Co., The New Haven

**Foundry Riddles**  
John P. Smith Co., The New Haven

**Four Slide Forms**  
Peck Spring Co. Plainville

**Fuel Oil Pump and Heater Sets**  
Peabody Engineering Corporation Stamford

**Fuel Oils**  
Esso Standard Div. of Humble Oil & Refining Co. Hartford

**Furnaces**  
Rockwell Co., The Stanley P. Hartford  
Rockwell Co., W. S. (Industrial) Fairfield

**Gage Blocks**  
Pratt & Whitney Co., Inc. (Alloy steel and Carbide, Hoke and USA) West Hartford

**Galvanizing**  
Malleable Iron Fittings Co. Branford  
Wilcox Crittenden & Co., Inc. Middletown

**Garment Accessories**  
Oakville Co., Div. Scovill Mfg. Co. Oakville

**Gaskets**  
Advanced Products Co. (seals or metal "O" rings) North Haven  
Auburn Manufacturing Company, The (from all materials) Middletown  
Fitzgerald Manufacturing Co. Torrington

**Gaskets and Seals**  
Aero Gasket Corporation Meriden

**Gaskets—Metallic**  
Laminated Shlm Company, Inc. Glenbrook

**Gas Scrubbers, Coolers and Absorbers**  
Peabody Engineering Corporation Stamford

**Gauges**  
Bristol Co., The (pressure and vacuum-recording automatic control) Waterbury  
Helicoid Gage Division American Chain & Cable Co., The (pressure and vacuum) Bridgeport  
J & S Machine Co., Inc. (end measures, Cly plugs and rings) Hartford  
Manning Maxwell & Moore, Inc. Stratford  
New Haven Trap Rock Co., The Machine Products Div (Johan Universal and Special Purpose Gauge) North Branford  
Pratt & Whitney Co., Inc. (Precision Measurement all types) West Hartford

**Gears**  
Bridgeport Worm & Gear Mfg. Co. Bridgeport  
Bristol Instrument Gears, Inc. Forestville  
Bryce Gear & Model Works, Inc. Plainville  
Mitrmetric Co., The (blanked fine pitch) Torrington

**Gears and Gear Cutting**  
Farrel-Birmingham Company, Inc. Ansonia  
Fenn Mfg. Co., The Newington  
Kallay Gear Works, The (up to 18" diam.) Fairfield  
United Gear & Machine Co. Suffield

**General Machining**  
Simplex Tool & Die, Inc. Milford

**Generators**  
Safety Electrical Equipment Corp. New Haven

**Glass Blowing**  
Macalaster Bicknell Company New Haven

**Glass Containers**  
Feldman Glass Co., The New Haven  
(Agents for Knox Glass, Inc.)

**Glass—Convex**  
Eclipse Glass Company, The Thomaston

**Glass Cutters**  
Fletcher-Terry Co., The Bristol

**Grinding**  
Bridgeport Grinding Co. (Blanchard face grinding up to 36" x 80") Stratford  
Farrel-Birmingham Company, Inc. (Roll and Cylindrical) Ansonia  
Horberg Grinding Industries, Inc. (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) Bridgeport  
K-F & D Mfg. Company, The (Contour and Precision) Manchester  
Unas Grinding Corporation (Od. ID Thompson surface & 3 Blanchards) East Hartford

**Grinding—Centerless**  
General Centerless Grinding, Inc. (Infed, through feed and bar grinding) East Hartford

**Grinding Machines**  
Farrel-Birmingham Company, Inc. (Roll) Ansonia

**Grinding Wheels**  
Fuller Merriam Company, The West Haven

**Grommets**  
Anaconda American Brass Company, The Waterbury  
Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark Thomaston

**Ground Plate**  
Superior Steel Products Corp. Cheshire

**Guards**  
Interstate Industrial Protection Co. (watchmen service) Bridgeport

**Gun Drills**  
Eldorado Tool & Mfg. Corp. Milford

**Hack and Band Saw Blades**  
Capewell Manufacturing Co. Hartford

**Hair Hygiene Preparations**  
Parker Herbex Corporation Stamford

**Hammer and Axe Wedges**  
Saling Manufacturing Company ("Sta-Fast" steel) Unionville

**Hammers—Carpenters and Machinists**  
Capewell Manufacturing Company Hartford

**Hand Tools**  
Billings and Spencer Company (wrenches, sockets and shop tools) Hartford  
Bridgeport Hardware Mfg. Corp., The (screw drivers, wrenches, nail pullers, box & crate openers, pliers, saws, trowels & special forgings) Bridgeport  
Norfolk Products Corporation (pilot drills, counter-sinks, counter-borers, plug cutters, pilot hole locators, web-clamps) Norfolk

**Hand Tools and Pliers**  
Sargent & Company (special purpose and standard) New Haven

**Hard Chrome Plating**  
Allied Platers, Inc. Hartford

**Hardened and Ground Parts**  
Hartford Machine Screw Company  
Div of Standard Screw Co. Hartford

**Hardness Testers**  
Wilson Mechanical Instrument Div American Chain & Cable Company, Inc. Bridgeport

**Hardware**  
Bassick Company, The (Automotive) Bridgeport

American Hardware Corp. New Britain  
Eagle Lock & Screw Co. Terryville  
Gordon Associates Derby  
Harlock Products Corp. New Haven  
Sargent & Company New Haven  
Wilcox Crittenden & Co., Inc. (marine heavy and industrial) Middletown  
Yale & Towne Mfg. Co., The Stamford

**Hardware—Marine & Bus**  
Rostand Mfg. Co., The Milford

**Hardware, Trunk & Luggage**  
Excelsior Hardware Co., The Stamford  
Yale & Towne Mfg. Co., The Stamford

**Harrow Discs**  
Scovill, Inc., D. & H. Higganum

**Hats**  
Hat Corporation of America (men's felt) South Norwalk



# CONNECTICUT PRODUCTS AND SERVICES

**Hat Machinery**  
Doran Bros., Inc. Danbury

**Health Surgical & Orthopedic Supports**  
Berger Brothers Company, The (custom made for back, breast and abdomen) New Haven

**Heaters**  
Silent Glow Oil Burner Corp., The (portable oil) Hartford

**Heat Elements**  
Electroflex Heat, Inc. Hartford  
Safeway Heat Elements, Inc. (woven wire resistance type) Middletown

**Heat Exchangers**  
Whitlock Manufacturing Co. Hartford

**Heat Sealing—Electronic**  
Berger Bros. (vinyl-polyethylene) New Haven

**Heat Treating**  
ABA Tool & Die Co. Manchester  
Bennett Metal Treating Co., The Elmwood  
Commercial Metal Treating Co. Bridgeport  
Hartford Machine Screw Company Hartford  
Industrial Heat Treating Co. Derby  
New Haven Heat Treating Co., Inc. New Haven  
Progressive Metal Treating (tool and production) Bridgeport  
Skene Co., Inc., The William A. (metals) Bridgeport  
Skinner Precision Industries, Inc., Skinner-Horton Chuck Div. New Britain  
Stanley P. Rockwell Co., Inc., The Hartford

**Heat Treating Salts and Compounds**  
Barnes Co., The, Wallace Div. Associated Spring Corp. Bristol  
Bauer & Company, Inc. Hartford  
Rolock, Inc. (Retorts, Muffles, etc.) Fairfield

**Heat Treating Fixtures**  
Rolock, Inc. (Trays, Baskets, etc.) Fairfield  
Wiretex Mfg. Co., Inc. Bridgeport

**Heat Treating Salts and Compounds**  
Mitchell-Bradford Chemical Co. Milford

**Heaters—Electric**  
General Electric Company Bridgeport

**Heating and Cooling Coils**  
G & O Manufacturing Co. New Haven

**Heavy Chemicals**  
Naugatuck Chemical Division, United States Rubber Co. (sulphuric, nitric, and muriatic acids and aniline oil) Naugatuck

**Hex-Socket Screws**  
Allen Manufacturing Company, The Bloomfield  
Bristol Company, The Waterbury  
Hartford Machine Screw Co., Div. of Standard Screw Co. Hartford

**High Frequency Alternators**  
Electric Specialty Co. Stamford  
Safety Electrical Equipment Corp. New Haven

**Highway Guard Rail Hardware**  
Malleable Iron Fittings Co. Branford

**Hinges**  
Homer D. Bronson Company Beacon Falls

**Hobs and Hobbings**  
Pratt & Whitney Co., Inc. (Die and Thread milling) West Hartford

**Hobs**  
Hanson-Whitney Co., The (fine pitch gear) Hartford

**Hobs**  
Scovill, Inc., D. & H. (eye and grub) Higganum

**Hoists and Trolleys**  
Union Mfg. Company New Britain

**Hooks & Eyes**  
Oakville Co. Div., Scovill Mfg. Co. Oakville

**Homogenizers**  
Sonic Engineering Corp. Stamford

**Honing**  
K-F & D Mfg. Company, The Manchester

**Hose Fittings**  
Scovill Manufacturing Company (garden and industrial hose) Waterbury

**Hose—Flexible Metallic**  
Anaconda American Brass Company, The American Metal Hose Branch Waterbury  
Johnson Metal Hose, Inc. Waterbury

**Hose Supporter Trimmings**  
Hawie Mfg. Co., The (So-Lo Grip Tabs) Bridgeport

**Hospital Products**  
Seamless Rubber Company New Haven

**Hospital & Rehabilitation Equipment**  
Polecats, Inc. Old Saybrook  
**Hydraulic Brake Fluids**  
Eis Automotive Co. Middletown

**Hydraulic Components and Systems**  
Vickers Incorporated Marine & Ordnance Dept. Waterbury

**H.S. Form Tools**  
Somma Tool Co. (for automatic screw machines) Waterbury

**Hypodermic Needles**  
Roehr Products Company Waterbury

**Igniters**  
Penbody Engineering Corporation (gas, electric or oil, electric) Stamford

**Ice**  
Crystal Ice Co., The Norwalk

**Impregnating**  
American Metaseal, Inc. (metal, wood, etc.) Hamden

**Incinerators**  
Silent Glow Oil Burner Corp., The Hartford

**Indexing Heads**  
Hartford Special Machinery Co., (Hartford "Super-Spacers") Hartford

**Induction Hardening**  
Flame Treating & Engineering Co. West Hartford

**Induction Heaters**  
Radio Frequency Co., Inc. New Britain  
**Industrial Chrome Plating**  
Mirror Polishing & Plating Co., Inc. Waterbury

**Industrial Coatings**  
Aluminized Finish & Mfg. Co. (vacuum) Waterbury

**Industrial Design**  
Gould, R. J., Designer (product and appearance design) Cromwell  
Mel Saint Clair Associates (package and product design) Farmington  
Van Dyck Associates (product appearance and engineering) Westport

**Industrial Displays**  
Sansone Co., S. Frederick (Designers, Builders and Counselors) Short Beach

**Industrial Finishes**  
Chemical Coatings Corporation Rocky Hill

**Industrial Security**  
Interstate Industrial Protection Co. Bridgeport

**Industrial Tapes**  
Seamless Rubber Company New Haven

**Industrial Testing Services**  
Sperry Products Co., Div. of Howe Sound Co. Ultrasonic, X-ray and magnetic particle) Danbury

**Infrared Detectors**  
Barnes Engineering Co. (and systems) Stamford

**Inks**  
Waterman Pen Company, Inc. Seymour

**Insecticides**  
American Cyanamid Company Waterbury  
Fuller Brush Co., The East Hartford

**Inserts—Screw Threads**  
Hell-Coil Corp. Danbury

**Instalment Payment Books**  
Wassell Organization, Inc. Westport

**Insulated Wire & Cable**  
Davis Electric Company Wallingford  
General Electric Company (for residential commercial and industrial applications) Bridgeport

**Kerite Company, The**  
Plastic Wire & Cable Corporation, The Jewett City

**Instrument Cover Glasses**  
Eclipse Glass Company, The Thomaston

**Instruments**  
Bristol Company, The Waterbury  
Kahn and Company, Inc. (electronic indicating, recording and/or controlling) Wethersfield

**Manning Maxwell & Moore Inc.**  
Melcam Standards Laboratory (certified calibrations and repair specializing in quality control) Hartford

**Penn Keystone Corporation**  
Pratt & Whitney Co., Inc. (Precision Measuring) West Hartford

**Sperry Products Co., Div. of Howe Sound Co.**  
Ultrasonic flaw detection and thickness measurement) Danbury

**Intercommunication**  
Action Systems Co. Meriden

**Interval Timers**  
Lux Clock Manufacturing Company Waterbury  
Rhodes, Inc., M. H. Hartford  
Vocaline Company of America, Inc. Old Saybrook

**Inverters**  
Sorensen-A Unit of Raytheon South Norwalk  
**Jacquard Cards**  
Case Brothers, Inc. Manchester

**Jig Borer**  
Atlantic Machine Tool Works, Inc. (Atlantic in several sizes) Newington  
Linley Brothers Company Bridgeport  
Moore Special Tool Co. (Moore) Bridgeport  
Pratt & Whitney Co., Inc. West Hartford

**Jig Boring Service**  
Edsal Boring Service Waterbury

**Jigs, Fixtures & Gages**  
Federal Machine & Tool Co. Bristol

**Jig Grinder**  
Moore Special Tool Co. (Moore) Bridgeport

**Jig Grinding—Jig Boring**  
Apex Machine Tool Co. Elmwood

**Junior Automobiles**  
Power Car Company Mystic

**Key Blanks**  
Sargent & Company New Haven

**Labels**  
Naugatuck Chemical Division, United States Rubber Co. (for rubber articles) Naugatuck  
Seri-Print, Inc. (silk screened on glass, plastic, metal) Waterbury

**Label Moisteners**  
Better Packages, Inc. ("Counterboy" — "Packer") Shelton

**Laboratory Equipment**  
Eastern Industries, Inc. New Haven

**Laboratory Supplies**  
Macalaster Bicknell Company New Haven

**Laces**  
American Fabrics Company, The Bridgeport  
Wilcox Lee Corporation, The Middletown

**Lacquers & Synthetic Enamels**  
Chemical Coatings Corporation Rocky Hill  
I-Sis Chemicals, Inc. Stamford

**Ladders**  
Flint Co., A. W. New Haven

**Lamp Products**  
de Sherbain Products, Inc., W. N. Hawleyville

**Lampholders—Incandescent & Fluorescent**  
General Electric Company Bridgeport

**Lamp Shades**  
Verplex Company, The Essex

**Lathe Chucks**  
Skinner Precision Industries, Inc., Skinner-Horton Chuck Div. New Britain  
Whiton Machine Co. New London

**Lathes—Toolroom and Automatic**  
Pratt & Whitney Co., Inc. West Hartford

**Lead Plating**  
Christie Plating Co., The Groton

**Leadscrews**  
Universal Thread Grinding Co. Fairfield

**Leather Dog Furnishings**  
Andrew B. Hendryx Co., The New Haven  
The Smith-Worthington Saddlery Co. Hartford

**Leather, Mechanical**  
Auburn Manufacturing Company, The (packings, cubs, washers, etc.) Middletown

**Letterheads**  
Lehman Brothers, Inc. (designers, engravers, lithographers) New Haven

**Lighting Equipment**  
Miller Co. The (Miller, Ivanhoe) Meriden

**Lime**  
New England Lime Company Canaan

**Lipstick Cases**  
Scovill Manufacturing Company Waterbury

# CONNECTICUT PRODUCTS AND SERVICES

**Lipstick Containers**  
Bridgeport Metal Goods Mfg. Co. Bridgeport  
Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark, Thomaston  
Lakewood Metal Products, Inc. Waterbury  
Seri-Print, Inc. (silk screen decorated) Waterbury

**Lithography**  
Bond Press, Inc., The Hartford  
City Printing Co., The New Haven  
Hemlinway Corporation Waterbury  
Lehman Brothers, Inc. New Haven  
Muirson Label Co. No. Haven  
O'Toole & Sons, Inc., T. Stamford  
Steinbach & Sons, A. D. New Haven

**Locks—Builders**  
Sargent & Company New Haven

**Lock Nuts**  
McMellon Bros., Inc. Bridgeport

**Locks—Suitcase and Trimmings**  
Excelsior Hardware Co., The Stamford

**Locks—Trunk**  
Excelsior Hardware Co., The Stamford

**Locks—Zipper**  
Excelsior Hardware Co., The Stamford

**Loom—Non-Metallic**  
Wiremold Company, The Hartford

**Lubricating Oils & Greases**  
Esso Standard Div. of Humble Oil & Refining Co. Hartford

**Lumber & Millwork Products**  
City Lumber Co. of Bridgeport, Inc. Bridgeport

**Machetes**  
Collins Company, The Collinsville

**Machine Builders**  
Simplex Tool & Die, Inc. Milford

**Machine Designers and Manufacturers**  
Research & Development Designers, Inc. Middletown

**Machine Shop Fabrication**  
Advanced Electronics, Inc. Rocky Hill

**Machine Tools**  
Farrel-Birmingham Company, Inc. Ansonia  
Pratt & Whitney Co., Inc. West Hartford  
Producto Machine Company, The Bridgeport

**Machine Work**  
Amco Manufacturing, Inc. Town of  
East Windsor, Warehouse Point  
Banthin Engineering Co. Bridgeport  
Ben-Nek Holder, Inc. (light machining & secondary operations) Branford  
Essex Machine Works, Inc. Essex  
Farrel-Birmingham Company, Inc. Ansonia  
Fenn Manufacturing Company, The (precision parts) Newington  
Fuller Brush Co., The (precision contract work) East Hartford  
Gros-Ite Industries, Inc. (Bullard) Farmington

Hartford Special Machinery Co., The (contract work only) Hartford  
Herrick & Cowell Co., The North Haven  
Holland Machine Co., Inc., The East Hartford

Lombardi Engineering Co. Derby  
McMellon Bros., Inc. (precision threaded parts) Bridgeport  
New Haven Trap Rock Co., The Machine Products Div. North Branford  
Parker-Hartford Corporation Hartford  
Safety Electrical Equipment Corp. New Haven

Shuster Wire Machine Div., Mettler Machine Tool, Inc. New Haven  
Torrington Manufacturing Co., The (special rolling mill machinery) Torrington  
Torrington Co., The Torrington

**Machinery**  
Conn. Machine Repair, Inc. (special mfg.) Bridgeport  
Davis Electric Company (Wire and Cable) Wallingford  
Fenn Manufacturing Company, The (special) Newington  
Hallden Machine Company, The (mill) Thomaston  
Shuster Wire Machine Div., Mettler Machine Tool, Inc. (Wire Working) New Haven  
Torrington Manufacturing Co., The (mill) Torrington

**Machinery—Automatic**  
Banthin Engineering Company (new and rebuilt) Bridgeport

**Machinery—Automatic Feeding**  
Shuster Wire Machine Div., Mettler Machine Tool, Inc. (Wire) New Haven  
Technical Design and Development Co., Inc. Milford

**Machinery—Cold Heading**  
Waterbury Farrel Foundry & Machine Co., The, Division of Tectron, Inc. Waterbury

**Machinery Dealers & Rebuilders**  
Botwink Brothers New Haven  
Bristol Metal Working Equipment East Hartford  
Conn. Machine Repair, Inc. Bridgeport  
J. L. Lucas and Son Fairfield  
State Machinery Co., Inc. New Haven

**Machinery—Extruding**  
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp., Mystic

**Machinery—Metal—New**  
Lucas & Co., Inc., Austin D. Bridgeport

**Machinery—Metal—Used**  
Lucas & Co., Inc., Austin D. Bridgeport

**Machinery—Metal—Working**  
Fenn Mfg. Co., The Newington  
Pratt & Whitney Co., Inc. West Hartford

**Machinery—Wire Drawing**  
Fenn Mfg. Co., The Newington  
Waterbury Farrel Foundry & Machine Co., The, Division of Tectron, Inc. Waterbury

**Machinery Rebuilding**  
Conn. Machine Repair, Inc. Bridgeport

**Machinery—Wire Straightening**  
Shuster Wire Machine Div., Mettler Machine Tool, Inc. New Haven  
Waterbury Farrel Foundry & Machine Co., The, Division of Tectron, Inc. Waterbury

**Machinery—Wire Straightening & Cutting**  
Shuster Wire Machine Div., Mettler Machine Tool, Inc. New Haven

**Machines**  
Allison-Campbell Div., American Chain & Cable Co., Inc. (abrasive cutting machines and wheels) Bridgeport  
Coulter & McKenzie Machine Co., The (special, new development engineering design and construction) Bridgeport

**Machines—Automatic Chucking**  
Pratt & Whitney Co., Inc. (Potter & Johnson) West Hartford

**Machines—Draw Benches**  
Fenn Manufacturing Company, The Newington

**Machines—Forming**  
Nilsen Machine Company, The, A. H. (four-slide wire and ribbon stock) Shelton  
Shuster Wire Machine Div., Mettler Machine Tool, Inc. (Wire) New Haven

**Machines—Paper Ruling**  
John McAdams & Sons, Inc. Norwalk

**Machines—Rolling**  
Fenn Manufacturing Company, The Newington

**Machines—Special**  
Fenn Mfg. Co., The Newington  
Fuller Brush Co., The East Hartford  
Herrick & Cowell Co., The North Haven

**Machines—Special Build**  
Amco Manufacturing, Inc. Town of  
East Windsor, Warehouse Point  
Essex Machine Works, Inc. Essex

**Machines—Swaging**  
Fenn Mfg. Co., The Newington  
Torrington Co., The Torrington

**Machines—Thread Rolling**  
Shuster Wire Machine Div., Mettler Machine Tool, Inc. New Haven

**Machines—Turks Head**  
Fenn Mfg. Co., The Newington

**Machines—Wire Drawing**  
Fenn Mfg. Co., The Newington

**Machining—Horizontal Boring**  
Tucker Machine Co. New Haven

**Magnesium Sand Castings**  
Peerless Aluminum Foundry Co., Inc. Bridgeport

**Magnet Wire**  
Acme Wire Co. New Haven

**Management Consultants**  
Administrative-Technical Personnel Service Hartford

**Mandrels—Expanding**  
LeCount Tool Works, Inc. (sub. of The Grimes Engineering Corp.) Cheshire

**Manganese Bronze Ingot**  
Whipple and Choute Company Bridgeport

**Manicure Instruments**  
W. E. Bassett Company, The Derby

**Manifold Forms**  
Walters Business Forms, Inc. Bloomfield

**Marine Equipment**  
Wilcox-Crittenden Div., North & Judd Mfg. Co. Middletown

**Marine Machines**  
Essex Machine Works Inc. (Propellers, Shafts, etc.) Essex

**Marine Reserve Gears**  
Snow-Nabstet Gear Corp., The New Haven

**Marketing Counsel**  
Brunelle Co., The Charles Hartford

**Marking Devices**  
Cooney Engraving Co. Branford  
Hoggson & Pettis Mfg. Co., The New Haven

**Marking Machines and Tools**  
Parker-Hartford Corporation (steel) Hartford

**Marking Machines and Tools**  
Noble & Westbrook Manufacturing Co., The East Hartford

**Marking Tools**  
Parker-Hartford Corporation Hartford

**Masonry Products**  
Plasticrete Corp. Hamden, Hartford, North Haven, Waterbury, Willimantic

**Materials Handling**  
Parsons Co., Inc., W. A. (tote pans) Durham

**Mattresses**  
Waterbury Mattress Co. Waterbury

**Meat Products**  
Rosol's Inc., Martin New Britain

**Metal Boxes**  
Durham Mfg. Co. Durham  
Parsons Co., Inc., W. A. (tool kits) Durham

**Mechanical & Electrical Assembly**  
Amesco Corporation Pine Meadow

**Metal Boxes and Displays**  
Durham Mfg. Co., The (Designing & Mfg. to customers' specifications) Durham  
Merriam Mfg. Co. (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombuilt containers and displays) Durham

**Metal Cleaners**  
Enthone, Inc. New Haven  
Hubbard Hall Chemical Company, The Waterbury

**Metal Fabricators**  
MacDermid, Incorporated Waterbury

**Metal Finishes**  
White Company, Norman C. (most metals) Newington

**Metal Finishing**  
Enthone, Inc. New Haven  
Mitchell-Bradford Chemical Co. Milford

**Metal Finishing**  
Contract Plating Co., Inc. Stratford  
Hartford Industrial Finishing Co. Hartford  
JH Metal Finishing, Inc. New Britain  
Stamford Polishing & Plating Corp. Stamford

Waterbury Plating Company Waterbury

**Metal Formings**  
Master Engineering Company West Cheshire

**Metal Formings**  
Oakville Co. Div. Scovill Mfg. Co. Oakville  
Scovill Manufacturing Company Waterbury

**Metallizing**  
R.T.G. Inc. (flame spraying of metal alloys and ceramics) Manchester  
Metallizing Service Co. Elmwood

**Metallurgists**  
Bridgeport Testing Laboratory, Inc. Bridgeport

**Metal Mouldings**  
Leed Co., The H. A. Hamden

**Metal Powders**  
Valley Metallurgical Processing Co., Inc. (and Plasma Coatings) Centerbrook

**Metal Powder Products**  
Norwalk Powdered Metals, Inc. Norwalk

**Metal Products—Stampings**  
Anaconda American Brass Company, The Waterbury  
Scovill Manufacturing Company (Made-to-Order) Waterbury

Stanley Pressed Metal New Britain

**Metal Specialties**  
Ben-Nek Holder, Inc. Branford  
Excelsior Hardware Co., The Stamford  
Torrington Co., The Torrington

# CONNECTICUT PRODUCTS AND SERVICES

**Metal Spinning**  
Maurer Aircraft Co. Milford  
Mosley Metal Crafts, Inc. West Hartford

**Metal Stampings**  
Aero Gasket Corporation Meriden  
Amesco Corporation Pine Meadow  
Anaconda American Brass Company, The Waterbury  
Better Formed Metals, Inc. Waterbury  
Fly-Del Manufacturing Co. Waterbury  
Dayton Rogers Corp. Brookfield  
Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark Thomaston  
Excelsior Hardware Co., The Stamford  
Gunter Mfg. Co., Inc. Hartford  
H. C. Cook Co., The Ansonia  
Lombard Engineering Co. Derby  
Mite Corp., The New Haven  
Mohawk Mfg. Co. (threaded) Middletown  
J. A. Otterbein Company, The (metal fabrications) Middletown  
Patent Button Co., The Waterbury  
Plainville Special Tool Co. Plainville  
Saling Manufacturing Co. Unionville  
Sevill Manufacturing Company Waterbury  
Stanhelm Mfg. Co. Bristol  
Terryville Manufacturing Co. Terryville  
Wasley Products, Inc. Plainville  
Waterbury Companies, Inc. Waterbury  
Waterbury Lock & Specialty Co., The Milford

**Metals Testing**  
Metals Testing Co., Inc. (Air Force, Army, Navy, Certified, Magnaflux, Zygo) East Hartford

**Meters—Gas**  
Sprague Meter Company Bridgeport

**Meters—Parking**  
Rhodes, Inc., M. H. Hartford

**Microfilming**  
American Microfilming Service Co. New Haven  
Cine-Video Productions, Inc. Milford  
Merritt Co., Joseph (complete service) Hartford

**Microfilm—Reader-Printer**  
Thermo-Fax Sales of Conn., Inc. New Haven

**Micrometers**  
Slocum Co., The J. T. Glastonbury

**Mill Machinery**  
Torrington Mfg. Co., The Torrington

**Milling Machines**  
Pratt & Whitney Co., Inc. (Keller Tracer—controlled Milling Machines) West Hartford

**Mill Products**  
Sevill Manufacturing Co. (aluminum, brass, bronze, nickel silver—sheet, rod, wire, tube) Waterbury

**Mill Supplies**  
Wilcox-Crittenden Div., North & Judd Mfg. Co. Middletown

**Millwork**  
Hartford Builders Finish Co. Hartford

**Miniature Precision Connectors**  
Gorn Electric Co. Stamford

**Miniature Power Tools**  
Foredom Electric Co., Inc. Bethel

**Minute Minders**  
Lux Clock Mfg. Co., The Waterbury

**Mirror Rosettes and Hangers**  
Waterbury Companies, Inc. Waterbury

**Missile Components**  
Wilco Machine Tool Co., Inc. Manchester

**Missile Details**  
Tag Alloy Welding & Mfg. Co., Inc. (weldments) Glastonbury

**Mixing Equipment**  
Alsop Engineering Co. Milldale  
Eastern Industries, Inc. New Haven

**Model Work**  
R. & N. Tool & Engineering Co. (instruments and timing devices) Thomaston

**Models and Prototypes**  
Elmwood Tool & Machine Company, Inc. Elmwood  
Research & Development Designers, Inc. Middletown

**Mold Frames**  
Superior Steel Products Corp. Cheshire

**Molded Assemblies**  
Ney Company, The J. M. (with precious metal inserts) Bloomfield

**Moldings—Powder Metal Materials**  
American Sinterings Div., Engineered Plastics Watertown

**Molded Circuits**  
Rogers Corporation (flexible and multi-layer) Rogers

**Molding Materials**  
Rogers Corporation (high strength) Rogers

**Mops**  
Fuller Brush Co., The (wet and dry mops and dusters) East Hartford

**Motion Picture Equipment**  
Victor Animatograph Corp., a div. of Kallart (16 mm. sound and silent projectors, film splicers, and rewinders) Plainville

**Motion Pictures**  
Cine-Video Productions, Inc. Milford

**Motor—Generator Sets**  
Electric Specialty Co. Stamford  
Safety Electrical Equipment Corp. New Haven

**Motors, Hysteresis Synchronous**  
Beau Electronics Waterbury  
Vocaline Company of America, Inc. Old Saybrook

**Motors—Electric Timing**  
Cramer Controls Corp., The Centerbrook

**Motors Synchronous**  
Cramer Controls Corp., The Centerbrook  
Electric Specialty Co. Stamford

**Moulded Plastic Products**  
Butterfield, Inc., T. F. Naugatuck  
U. S. Plastic Molding Corp. Wallingford  
Waterbury Companies, Inc. Waterbury  
Watertown Mfg. Co., The Watertown

**Mouldings**  
Himmel Brothers Co., The (architectural, metal and store front) Hamden

**Moulds**  
Hoggston & Pettis Mfg. Co., The (steel) New Haven

**Name Plates**  
Cooney Engraving Co. Branford  
Quality Name Plate, Inc. East Glastonbury  
Seton Name Plate Co. (metal & plastic name plates and identification tags) New Haven

**Napper Clothing**  
Standard Card Clothing Co., The (for textile mills) Stafford Springs

**Nettings**  
Wilcox Lace Corp., The Middletown

**Nickel Anodes**  
Hubbard Hall Chemical Company, The Waterbury  
Seymour Mfg. Co., The Seymour

**Nickel Silver**  
Anaconda American Brass Company, The Waterbury  
Miller Co., The (in coils and strips) Meriden  
Plume & Atwood Mfg. Co., The Thomaston  
Waterbury Rolling Mills, Inc. (sheets, strips, rolls) Waterbury

**Nickel Silver Ingot**  
Whipple and Choate Co., The Bridgeport

**Nitriding**  
Hartford Machine Screw Co. Hartford

**Non-ferrous Metal Castings**  
Miller Company, The Meriden  
Sevill Manufacturing Company Waterbury

**Nuclear Details**  
Tag Alloy Welding & Mfg. Co., Inc. (weldments) Glastonbury

**Nuclear Instruments**  
Technical Measurement Corporation North Haven

**Nuts, Bolts and Washers**  
Clark Brothers Bolt Co. Milldale  
Hartford Machine Screw Co. Div. of Standard Screw Co. Hartford  
Torrington Co., The Torrington

**Office Equipment**  
Pitney-Bowes, Inc. Stamford  
Thermo-Fax Sales of Conn., Inc. New Haven  
Underwood Corporation Hartford  
Wassell Organization, Inc. Westport

**Office Printing**  
Kellogg & Bulkeley, A Div. of Connecticut Printers, Inc. Hartford

**Offset Printing**  
Bond Press, Inc., The Hartford  
City Printing Co., The New Haven  
Heminway Corporation Waterbury

**Oil Burners**  
Peabody Engineering Corp. (Mechanical or Steam Atomizer) Stamford  
Silent Glow Oil Burner Corp., The Hartford

**Oil Tanks**  
Norwalk Tank Co. Div. Mersick Industries, Inc. South Norwalk  
Whitlock Mfg. Co., The Hartford

**Oilers—Lubricating**  
Commodity Sales Inc. (Refillable type—hypo-dermic; disposal butyrate tube oilers) Hartford

**Oils—Cutting**  
Anderson Oil and Chemical Co., Inc. Portland

**Optical Comparator Charts**  
Research & Development Designers, Inc. Middletown

**Optical Instruments**  
Barnes Engineering Co. (and systems) Stamford

**Otis Woven Awning Stripes**  
The Falls Company Norwich

**Ovens**  
Rockwell Co., W. S. (Industrial) Fairfield

**Ovens—Electric**  
Bauer & Company, Inc. Hartford

**Packaging**  
Commerce Packaging Corporation (military, commercial & export canning & crating) Stamford  
Seri-Print, Inc. (silk screened on plastic, metal, glass) Waterbury

**Packaging—Engineering**  
Commerce Packaging Corp. Stamford  
Progressive Packaging Corp. (military & commercial for domestic and export packaging, canning, crating and shipping) East Haven

**Packaging & Packing**  
Commerce Packaging Corp. (military, commercial, plastic & blister, export & domestic crating) Stamford  
Mercer & Stewart Co., The Hartford

**Packing**  
Auburn Manufacturing Co., The (leather, rubber, asbestos, fibre) Middletown  
Raybestos Div. of Raybestos-Manhattan, Inc. (Asbestos and Rubber Sheet) Bridgeport

**Padlocks**  
Waterbury Lock & Specialty Co., The Milford

**Pads—Office**  
The Baker Goodyear Company Branford

**Paints—Enamels—Lacquers**  
Tredennick Paint Mfg. Co. Meriden  
Voltax Company, Inc., The Bridgeport

**Panels**  
Tech Design Co., Inc., (designers & fabricators of control centers) Ansonia

**Paneltyte**  
Leed Co., The H. A. Hamden

**Panta**  
Moore Special Tool Co (crush wheel dresser) Bridgeport

**Paperboard**  
Continental Can Co., Boxboard and Folding Carton Division Montville  
Federal Paper Board Co., Inc. New Haven  
New Haven Board & Carton Co., The New Haven  
Robertson Paper Box Co. Montville

**Paper Boxes**  
Atlantic Carton Corp (folding) Norwich  
National Folding Box Co. Div. Federal Paper Board Co., Inc. (folding) New Haven & Versailles  
Mills, Inc. H. J. Bristol  
New Haven Board & Carton Co., The New Haven  
Robertson Paper Box Co. (folding) Montville

**Paper Boxes—Folding**  
Hercules Paper Box Corp., The Bridgeport

**Paper Boxes—Folding and Setup**  
Bridgeport Paper Box Co. Bridgeport  
M. Backes' Sons, Inc. Wallingford

**Paper Clips**  
H. C. Cook Co., The (steel) Ansonia

**Paper Cutting Machinery**  
Smith & Winchester Mfg. Co., The (for finishing room) South Windham



# CONNECTICUT PRODUCTS AND SERVICES

**Paper Fasteners**  
Oakville Co. Div. Scovill Mfg. Co. Oakville  
**Paper Mill Machinery**  
Farrel-Birmingham Company, Inc. Ansonia

**Paper—Shredded**  
Nielsen & Sons, Inc., John H. South Windsor

**Paper Tubes and Cores**  
Sonoco Products Co. Mystic

**Parallel Tubes**  
Sonoco Products Co. Mystic

**Parking Meters**  
Rhodes, Inc., M. H. Hartford

**Parts**  
Amco Manufacturing, Inc. Town of  
East Windsor, Warehouse Point  
Hartford Machine Screw Co., Div. of  
Standard Screw Co. Hartford  
Scovill Manufacturing Company (ammuni-  
tion, electric instrument, electrical ap-  
pliance, fountain pen, instrument, light-  
ing fixture, ordnance, etc.—blanked,  
stamped, formed, drawn, re-drawn,  
forged, screw machined, headed, pointed,  
finished) Waterbury  
Torrington Co., The Torrington

**Parts and Assemblies**  
Amco Manufacturing, Inc. Town of  
East Windsor, Warehouse Point  
Custom Products Corp. Bridgeport

**Paving & Paving Materials**  
Ronearl Industries  
Hartford, Windsor Locks, East Granby

**Perfumes**  
Chesebrough-Pond's, Inc. Clinton

**Personnel Consultants**  
Advancement Opportunities Inc. Hartford  
Snelling & Snelling Hartford

**Personnel Recruiting**  
Administrative-Technical Personnel Service  
(executive) Hartford  
Advancement Opportunities Inc. Hartford

**Petroleum Solvents**  
Esso Standard Div. Humble Oil &  
Refining Co. Hartford

**Pet Furnishings**  
Andrew B. Hendrix Co., The New Haven

**Phenolic Resins**  
Synco Resins, Inc. Bethel

**Phosphate Coating**  
Black Oxide, Inc. New Britain  
JH Metal Finishing, Inc. New Britain

**Phosphor Bronze**  
Anaconda American Brass Company, The  
(brass & copper) Waterbury  
Gibbs Wire & Steel Co., Inc. Southington  
Miller Company, The (sheets, strips, rolls)  
Meriden  
Plume & Atwood Mfg. Co., The Thomaston  
Waterbury Rolling Mills, Inc. (sheets,  
strips, rolls) Waterbury

**Phosphor Bronze Ingots**  
Whipple and Choate Co., The Bridgeport

**Photo Engraving**  
Dowd, Wyllie & Olson, Inc. Hartford  
Wilcox Photo Engraving Co., Inc. New Haven

**Photocopy Equipment and Supplies**  
Ludwig, Inc., F. G. Old Saybrook

**Photographic Equipment**  
Kalart Company, Inc. Plainville

**Photographic Murals**  
Eitel, Walter T. (color & black and white)  
West Hartford

**Photography**  
Eitel, Walter T. West Hartford

**Photo Products**  
Chemtrol Corp. (sensitized materials) Stamford

**Piano Repairs**  
Pratt Read & Co., Inc. (keys and action) Ivoryton

**Piano Supplies**  
Pratt Read & Co. (keys and actions, backs,  
plates) Ivoryton

**Pillow Blocks**  
New Departure Div. of General Motors  
(ball) Bristol

**Pins**  
CEM Company ("Spirol") Danielson  
Hartford Machine Screw Co. Div. of  
Standard Screw Co. Hartford  
Oakville Co. Div. Scovill Mfg. Co. (safety  
& straight) Oakville  
Prym, Inc., William (straight &  
safety pins) Dayville  
Star Pin Co., The (straight and safety) Shelton  
Torrington Co., The (Dowel & Taper) Torrington

**Pins—Common**  
Dorset-Rex, Inc., Subsidiary of Landers,  
Frery & Clark Thomaston  
Union Pin Co., The Winsted

**Pins—Plastic Heads**  
Union Pin Co., The Winsted

**Pipe**  
Anaconda American Brass Company, The  
Chase Brass & Copper Co. (red brass and  
copper) Waterbury  
Howard Co. (cement well and chimney)  
New Haven

**Pipe Fittings**  
Malleable Iron Fittings Co. Branford

**Pipe Organs**  
Austin Organs, Inc. Hartford

**Pipe Plugs**  
Hartford Machine Screw Co. Div. of  
Standard Screw Co. Hartford

**Pipe Plugs—Socketed**  
Hartford Machine Screw Co. Div. of  
Standard Screw Co. Hartford

**Pistols & Revolvers**  
Colt's Patent Fire Arms Mfg. Co., Inc. Hartford

**Plant Protection**  
Interstate Industrial Protection Co. Bridgeport

**Plastic Blister Packaging**  
Commerce Packaging Corporation (ball  
bearings & small parts) Stamford

**Plastic Blow Molding**  
Zimmerman Machinery Co., Inc. Stamford

**Plastic Bottles**  
Industrial Plastic Supply Div. (Dist. for  
Plax Corp.) West Hartford  
Plax Corporation Bloomfield  
Seri-Print, Inc. (silk screen labeling) Waterbury

**Plastic Buttons**  
Frank Parizek Manufacturing Co., The  
Putnam

**Plastic Coatings**  
Plastonics, Inc. East Hartford

**Plastic Engraving**  
New England Engraving Co. Div. of Dura  
Plastics of New York, Inc. Westport  
Salisbury Products, Inc. Lakeville

**Plastic Extruders**  
Danielson Mfg. Co., The (nylon and other  
engineering plastics) Danielson  
Jessall Plastics Div. of The Electric  
Storage Battery Co. Kensington  
Rowland Products, Inc. Kensington  
Shore Line Industries, Inc. Clinton

**Plastic Fabrication**  
Dura Plastics of New York, Inc. Westport  
Fabricon Corp. Unionville  
Industrial Plastic Supply Div. (models,  
machined parts, etc.) West Hartford  
New England Rack Co., Inc. (hood & duct  
systems, tanks, etc.) Hamden  
Salisbury Products, Inc. Lakeville  
Shore Line Industries, Inc. Clinton

**Plastic Film and Sheet Materials**  
Gilman Brothers Co., The Gilman  
Plax Corporation Bloomfield  
Rowland Products, Inc. Kensington  
Shore Line Industries, Inc. Clinton

**Plastic Forming**  
Auto-Vac Co.-Auto-Blow Corp. (vacuum &  
pressure forming, blow molding) Fairfield  
Dura Plastics of New York, Inc. Westport

**Plastic Lining Equipment**  
Enthone, Inc. New Haven

**Plastic Material**  
Dura Plastics of New York, Inc. (sheet,  
rod & tube) Westport  
Shore Line Industries, Inc. Clinton

**Plastic Molds**  
Advance Mold & Mfg., Inc. Hartford

**Plastic Molders**  
B & B Plastics, Inc. Oakville  
Butterfield, Inc. T. F. Naugatuck  
Coggins Mfg. Co., The J. B. Meriden  
Conn. Plastics Waterbury  
Danielson Mfg. Co., The (nylon and other  
engineering plastics) Danielson  
Engineered Plastics, Inc. Watertown  
Plastic Molding Co., The Div. of  
Harvey Hubbell, Inc. Newtown  
Plastic Products, Inc. (custom) South Norwalk

Rogers Mfg. Co., The Rockfall  
Specialty Plastics Corp. (custom) Shelton  
U. S. Plastic Molding Corp. Wallingford  
Waterbury Company, Inc. Waterbury  
Watertown Mfg. Co., The Watertown

**Plastic Pipe and Fittings**  
Danielson Mfg. Co., The (nylon and other  
engineering plastics) Danielson  
Enthone, Inc. New Haven  
Jessall Plastics Div. The Electric Storage  
Battery Co. Kensington

**Plastic Rod**  
Danielson Mfg. Co., The (nylon and other  
engineering plastics) Danielson  
Jessall Plastics Div. The Electric Storage  
Battery Co. Kensington

**Plastic Strip**  
Danielson Mfg. Co., The (nylon and other  
engineering plastics) Danielson  
Jessall Plastics Div. The Electric Storage  
Battery Co. Kensington

**Plastic Tubing**  
Danielson Mfg. Co., The (nylon and other  
engineering plastics) Danielson  
Jessall Plastics Div. The Electric Storage  
Battery Co. Kensington

**Plastic Vacuum Forming**  
Amseco Corporation Pine Meadow

**Plastic Wire Coating Materials**  
Electronic Rubber Co. Stamford

**Plastics**  
Industrial Plastic Supply Div. (sheet, rod  
and tube, Dist. for Plexiglas) West Hartford  
Naugatuck Chemical Division, United  
States Rubber Co. Naugatuck  
(Adv.) Clinton  
Shore Line Industries, Inc. Clinton

**Plastics & Resins**  
American Cyanamid Co., Plastics &  
Resins Div. Wallingford

**Plastics—Moulds & Dies**  
Advance Tool Company Fairfield  
Crown Tool & Die Co., Inc. Bridgeport

**Plasterrete Block**  
Plasterrete Corp. Hamden, Hartford,  
North Haven, Waterbury, Willimantic

**Platers**  
Acme Chromium Plating Co. New Haven  
Christie Plating Co. Groton  
Chromium Process Company, The (Chrom-  
ium Plating only) Shelton  
Water Plating Company Waterbury

**Platers' Equipment**  
Enthone, Inc. New Haven  
Lea Manufacturing Co., The Waterbury

**Plating**  
Christie Plating Co., The (including lead  
plating) Groton  
Gierling Metal Finishing, Inc. Hamden  
National Chromium Company, Inc. Putnam  
Tec-Plate, Inc. Windsor Locks

**Plating Processes and Supplies**  
Enthone, Inc. New Haven  
Seymour Manufacturing Co., The Seymour

**Plating Racks**  
New England Rack Co., Inc. (anodizing,  
conveyor, etc.) Hamden

**Plumbers' Brass Goods**  
Beaton & Corbin Mfg. Co., The Southington  
McGuire Mfg. Co. Waterbury  
Scovill Manufacturing Co. Waterbury

**Pneumatic Conveyors**  
Spencer Turbine Co., The Hartford

**Pole Line Hardware**  
Malleable Iron Fittings Co. Branford

**Police Equipment**  
The Smith-Worthington Saddlery Co. Hartford

**Polishing**  
C. & E. Metal Finishing Co. Hartford  
Mirror Polishing & Plating Co., Inc. Waterbury

**Postage Meters**  
Pitney Bowes, Inc. Stamford

**Potentiometers—Electronic**  
Bristol Company, The Waterbury

**Powder Metal Bearings**  
American Powdered Metals, Inc. North Haven

**Powder Metal Bushings**  
American Powdered Metals, Inc. North Haven

**Powder Metal Structural Parts**  
American Powdered Metals, Inc. (gears,  
cams, machine parts, etc.) North Haven

**Power Wrenches**  
Cushman Chuck Co. (chucks) Hartford



# CONNECTICUT PRODUCTS AND SERVICES

**Precious Metal Alloys**  
Ney Company, The J. M. (for dentistry and industry) Bloomfield

**Precious Metal Assemblies**  
Ney Company, The J. M. (with gold, platinum, palladium alloy contacts) Bloomfield

**Precious Metal Refining**  
Ney Company, The J. M. (of dental, jeweler & manufacturers scrap) Bloomfield

**Precision Deburring**  
Egan Machine Corp., The (missile quality) Terryville

**Precision Machining**  
National Tool & Die Co. Hartford

**Precision Machine Tool Spindles**  
Whitson Manufacturing Co. (for milling, grinding, boring & drilling) Farmington

**Precision Manufacturing**  
Amco Manufacturing, Inc. Town of East Windsor, Warehouse Point  
American Standard Products, Inc. Hartford  
Hartford Machine Screw Co., Div. of Standard Screw Co. Hartford  
Scovill Manufacturing Company Waterbury  
Torrington Co., The Torrington

**Precision Revolving Machinery**  
Whitson Manufacturing Co. Farmington

**Precision Rubber Parts**  
Rogers Corporation Rogers

**Precision Sheet Metal Fabrication**  
Milford Fabricating Co. Milford

**Precision Springs & Wire Forms**  
Rowley Spring Co., Inc., The Bristol

**Premium Specialties**  
Waterbury Companies, Inc. Waterbury  
**Preservatives—Wood, Rope, Fabric**  
Darworth Incorporated ("Cuprinol") ("Cellu-san") Simsbury

**Pressboard**  
Case Brothers, Inc. (genuine) Manchester  
Case & Risley Press Paper Co. (genuine) Queco

**Presses**  
Farrel-Birmingham Co., Inc. (Hydraulic) Ansonia

**Presses—Power**  
Pneumatic Application Co., The (modernization of presses through conversion to Wichita Air Clutch operation) Simsbury  
Waterbury Farrel Foundry & Machine Co., The, Div. of Textron, Inc. Waterbury

**Pressure Vessels**  
Bigelow Co., The New Haven  
Norwalk Tank Co. Div. Mersick Industries, Inc. South Norwalk  
Rohlock, Inc. Fairfield  
Whitlock Mfg. Co., The Hartford

**Printed Circuitry**  
LaPointe Industries Rockville

**Printing**  
Allied Printing Service, Inc. Manchester  
Bond Press, Inc., The Hartford  
Bussmann Press, Inc. New Haven  
City Printing Co., The New Haven  
Finlay Brothers Hartford  
Fox Press, Inc., The (letterpress and lithography) Hartford  
Hemlaway Corporation, The Waterbury  
Hildreth Press Bristol  
Hunter Press Hartford  
Lehman Brothers, Inc. New Haven  
Miller-Johnson, Inc. Meriden  
Seri-Print, Inc. (silk screening for all aerosol & cosmetic containers) Waterbury  
Shore Line Times Publishing Co. Guilford  
T. B. Simmonds, Inc. Hartford  
A. D. Steinbach & Sons New Haven  
Taylor & Greenough Co., The Wethersfield  
The Walker-Rackliff Company New Haven  
Van Way Co., The New Britain

**Printing Machinery**  
Banthin Engineering Co (automatic) Bridgeport

**Printing Plates**  
Ada, Inc., Div. CSW Plastic Types, Inc. (mats services) Rocky Hill

**Printing Presses**  
Cottrell Company (magazine web, web offset, gravure and folders) Westerly, R. I.

**Printing Rollers**  
Chambers-Storck Company, Inc., The (engraved) Norwich

**Printing—Silk Screen**  
Ad-Craft Displays, Inc. Bloomfield  
**Production Control Equipment**  
Ripley Company, Inc. Middletown  
Wassell Organization, Inc. Westport

**Propellers—Aircraft**  
Hamilton Standard Div. United Aircraft Corp. (propellers and other aircraft equipment) Windsor Locks

**Protective Coatings**  
Harrison Company, The A. S. (waxes) South Norwalk  
Synco Resins, Inc. Bethel

**Prototypes**  
Scovill Co., Harmon S. Guilford  
Simplex Tool & Die, Inc. Milford

**Public Relations Counsel**  
Brunelle Co., The Charles Hartford

**Publicity Services**  
Brunelle Co., The Charles Hartford  
Watson-Manning Advertising Publishers Stratford  
O'Toole & Sons, Inc., The Stamford

**Pulse Analyzers**  
Technical Measurement Corporation North Haven

**Pumps**  
Alsop Engineering Co. Milldale  
Sonic Engineering Co. Stamford  
Sump Pumps, Inc. (Deep-well electro-submersible) Stamford

**Pumps—Small Industrial**  
Eastern Industries, Inc. New Haven

**Punches**  
Hoggson & Pettis Mfg. Co., The (ticket & cloth) New Haven

**Purchasing Service—Industrial**  
Hartz-Miller Associates Meriden

**Putty Softeners—Electrical**  
Fletcher Terry Co., The Bristol

**Pyrometers**  
Bristol Co., The (recording and controlling) Waterbury

**Racks—Storage**  
Dudwallen Manufacturing Co., Inc. (for pallets, drums, cases, bales) East Hartford

**Radiation—Finned Copper**  
Bush Manufacturing Co. West Hartford  
G & O Manufacturing Company, The New Haven  
Vulcan Radiator Co., The (steel and copper) Hartford

**Radiation Shielding Products**  
Ray Proof Corporation Stamford

**Radiators—Engine Cooling**  
G & O Manufacturing Co. New Haven

**Ratchet Offset Screw Driver**  
Chapman Co., J. W. Durham

**Rayon Staple Fiber**  
Hartford Fibres Co. div Bigelow Sanford Co. Rocky Hill

**Reamers**  
Atrax Company, The (solid carbide) Newington  
Pratt & Whitney Co., Inc. (all types) West Hartford  
Pratt & Whitney Co., Inc. (all types carbide and HSS) West Hartford

**Reamers—Helical**  
Gammons-Hoaglund Co., The Manchester

**Reamers—Machine**  
Gammons-Hoaglund Co., The Manchester

**Reamers—Taper**  
Gammons-Hoaglund Co., The Manchester

**Record Equipment**  
Wassell Organization, Inc., (filling equipment) Westport

**Recorders**  
Bristol Co., The (automatic controllers, temperature, pressure, flow, humidity) Waterbury

**Recording Machines**  
Dictaphone Corporation Bridgeport

**Reduction Gears**  
Snow-Nabstedt Gear Corp., The New Haven

**Reels—Wooden**  
Bridge Mfg. Co., The (for wire and cable) Hazardville

**Refractories**  
Howard Company New Haven  
Mullite Works Refractories Div. H. K. Porter Co., Inc. Shelton

**Refrigeration**  
Dunham-Bush, Inc. West Hartford  
**Refrigeration Condensing Units**  
Brunner Division of Dunham-Bush, Inc. West Hartford

**Refrigeration Service**  
Alco Ref. & Mfg. Co. East Hartford  
Hartford Refrigeration Service, Inc. Hartford

**Regulators—AC Line**  
Sorensen-A Unit of Raytheon South Norwalk

**Relays**  
Allied Control, Inc. Plantsville

**Remanufacturing—Warner & Swasey**  
Turret Lathe Services Coventry

**Rental**  
HIB Motion Picture Service (audio-visual equip.—all types) New Haven

**Research and Development**  
Continental Engineering Corporation Farmington  
Raymond Engineering Laboratories (Electro-Mechanical) Middletown  
Research & Development Designers, Inc. Middletown  
Sperry Products Co., Div. Howe Sound Co. (Ultrasonic) Danbury

**Resistance Wire**  
C. O. Jeliff Mfg. Co., The (nickel chromium, copper nickel, iron chromium, aluminum) Southport  
Kanathal Corporation, The Stamford  
Ney Company, The J. M. (for potentiometers and semi-conductors) Bloomfield

**Respirators**  
American Optical Company, Safety Products Division Putnam

**Retainers**  
Lacey Manufacturing Co., The (precision ball bearing) Bridgeport

**RF Power & VSWR Measuring Equipment**  
Jones Electronics Co., Inc. Bristol

**Rigid Plastic Sheet Material**  
Gilman Brothers Company, The Gilman

**Rivet Setting Tools**  
Richard Manufacturing Co. Milford

**Riveting Machines**  
Grant Mfg. & Machine Co., The Bridgeport  
Linley Brothers Company Bridgeport  
Patent Button Co., The (automatic) Waterbury  
Ripley Company, Inc. Middletown  
H. P. Townsend Manufacturing Co., The Elmwood

**Rivets**  
Clark Brothers Bolt Co. Milldale  
Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark Thomaston  
Milford Rivet & Machine Co., The Milford

**Rivet Setting Machines**  
Milford Rivet & Machine Co., The Milford

**Rods**  
Anaconda American Brass Company, The (copper, brass, bronze) Waterbury  
Bristol Brass Corp., The (brass and bronze) Bristol  
Scovill Manufacturing Company (aluminum, brass, bronze, etc.) Waterbury

**Rollers—Bituminous Paving**  
Gabb Special Products Div. E. Horton & Son Company Windsor Locks

**Rolled Shapes**  
Cowles & Co., C. (and mouldings) New Haven

**Rolling Mills & Equipment**  
Fenn Mfg. Co., The Newington  
Precision Methods & Machines, Inc. Waterbury  
Waterbury Farrel Foundry & Machine Co., The, Division of Textron, Inc. Waterbury

**Rolls**  
Farrel-Birmingham Company, Inc (Chilled and Alloy Iron, Steel) Ansonia

**Rotary Files**  
Atrax Company, The (carbide) Newington

**Router**  
Atrax Company, The (solid carbide) Newington

**Rubber Chemicals**  
Naukatuck Chemical Division United States Rubber Co. Naukatuck  
Stamford Rubber Supply Co., The ("Fac-tice" Vulcanized Vegetable Oils) Stamford

**Rubber Drug Sundries**  
Seamless Rubber Company New Haven

**Rubber Footwear**  
Goodyear Rubber Co., The Middletown

# CONNECTICUT PRODUCTS AND SERVICES

## Rubber Molded Parts

Aero Gasket Corporation Meriden

## Rubber-Molded Specialties

Airex Rubber Prod. Corp. Portland  
Associated Gaskets, Inc. Bridgeport  
Bond Rubber Corporation Derby  
Wasley Products, Inc. Plainville

## Rubber Products

Airex Rubber Prod. Corp. Portland

## Rubber Printing Plates

ADS, Inc., Div. CSW Plastic Types, Inc. Hartford

## Rubber Products—Mechanical

Associated Gaskets, Inc. Bridgeport  
Auburn Mfg. Co., The (washers, gaskets, molded parts) Middletown

## Rubber—Reclaimed

Naugatuck Chemical Division United States Rubber Co. Naugatuck

## Rubber Specialties

Seamless Rubber Company New Haven

## Rubberized Fabrics

Duro-Gloss Rubber Co., The New Haven

## Rubbers

Naugatuck Chemical Div. U. S. Rubber Co. (synthetic rubbers and latex) Naugatuck

## Rust Preventives

Anderson Oil and Chemical Company, Inc. Portland  
Enthone, Inc. New Haven

## Rubber Latex Compounds and Dispersions

Naugatuck Chemical Division United States Rubber Co. (coating, impregnating and adhesive compounds) Naugatuck

## Rubber Machinery

Farrel-Birmingham Company, Inc. Ansonia

## Rust Removers

Enthone, Inc. New Haven

## Saddlery

The Smith-Worthington Saddlery Co. Hartford

## Safety Belts

Russell Mfg. Co. Middletown

## Safety Clothing

American Optical Company Safety Products Division Putnam

## Safety Fuses

Ensign-Bickford Co., The (mining & detonating) Simsbury

## Safety Gloves and Mittens

American Optical Company Safety Products Division Putnam

## Safety Goggles

American Optical Company Safety Products Division Putnam

## Salvage Service

Walton Co., The (broken tools extracted) West Hartford

## Saw Blades—Hack

Capewell Mfg. Co., The Hartford

## Saw Blades—Hack & Band

Capewell Manufacturing Company Hartford  
Thompson & Son Co., The Henry G. New Haven

## Saws, Band, Metal Cutting

Atlantic Saw Mfg. Co. New Haven  
Capewell Manufacturing Co., The Hartford

## Saws—Hole

Capewell Manufacturing Co., The Hartford  
Thompson & Son Co., The Henry G. New Haven

## Sawdust

Nielson & Sons, Inc., John R. (graded hardwood and softwood) South Windsor

## Scissors

Acme Shear Company, The Bridgeport

## Screens

Norlee Aluminum Prod. Corp. Bloomfield

## Screw Caps

Welmann Bros. Mfg. Co., The (small for bottles) Derby

## Screw Machine Cams

George Cam Co., J. T. Hartford

## Screw Machines

H. P. Townsend Mfg. Co., The Elmwood

## Screw Machine Products

Accurate Screw Products, Inc. (B & S Swiss & Davenport) Southington  
Allen Mfg. Co., Richard Stratford  
American Standard Products, Inc. Hartford  
Apex Tool Co., Inc., The Bridgeport  
Auto Electric Screw Machine Co., Inc. Bridgeport

Balogh Manufacturing, Inc. Bridgeport  
Brow Manufacturing Co. Southington  
(up to 5 1/2" cap.)  
Brown Manufacturing Co. (up to 1 1/2" capacity) Plainville  
Comerford Mfg. Co., Inc. Bristol  
Connecticut Manufacturing Co. (Brown & Sharpe & Davenport) Waterbury  
Consolidated Industries West Cheshire  
Dav-matic, Inc. (davenport & automatics exclusively) Waterbury  
Eastern Machine Screw Corp., The New Haven

Fairchild Screw Products, Inc. Winsted  
Franklin Screw Machine Co., The Hartford  
Garthwait Mfg. Co., A. E. (up to and incl. 1/2") Waterbury  
Hartford Machine Screw Co. Div. of Standard Screw (up to 5" capacity) Hartford  
Horberg Grinding Industries, Inc. (heat treated and ground type only) Bridgeport  
Stanley Humason, Inc. Forestville  
Independent Screw Company (up to and incl. 1 1/2" capacity) West Hartford  
Junior Screw Machine Products, Inc. West Haven

Lowe Mfg. Co., The West Haven  
Mailly Mfg. Co. (Swiss) Wethersfield  
Mite Corp., The (up to 1 1/2" capacity) Wolcott  
Munson, Carl M. (Brown & Sharpe) New Haven

National Automatic Products Company, The Berlin  
Nelson's Screw Machine Products Plantsville  
New Haven Screw Machine Prods. Inc. (up to 1 1/2" capacity) Milford  
Newton Screw Machine Prods. Co. Plainville  
Olson Brothers Company (up to 1/2" capacity) Plainville  
Olson & Sons, R. P. Southington  
Products Design & Mfg. Corp. (precision) Newington

Prospect Machine Products, Inc. Prospect  
Scovill Manufacturing Company Waterbury  
United Screw Machine Co. Thomaston  
Waterbury Machine Tools & Products Co. (Brown & Sharpe and Davenport) Waterbury

Wheeler & Son, Inc., Frank Meriden

## Screw Machine Tools

American Cam Company, Inc. (Circular Form Tools) Bloomfield  
Cambridge Specialty Co., Inc. (flat & circular form tools) Kensington  
Quaker Tool (H.S. cir. form tools) Waterbury  
Pratt & Whitney Co., Inc. (Reamers, Taps, Dies, Blades and Knurls) West Hartford

## Screws

Allen Mfg. Co., The Bloomfield  
American Screw Company Willimantic  
Atlantic Screw Works Hartford  
Bristol Company, The (socket set and socket cap screws) Waterbury  
Clark Bros. Bolt Co., Inc. (cap and lag) Middale  
Hartford Machine Screw Co. Div. of Standard Screw Co. Hartford  
Scovill Manufacturing Co. Waterbury  
Superior Manufacturing Co., The Winsted  
Torrington Co., The Torrington

## Screws—Socket

Allen Manufacturing Co., The Bloomfield  
Bristol Co., The Waterbury  
Hartford Machine Screw Co. Div. of Standard Screw Co. Hartford

## Screw Stock

Driscoll Wire Co., The (steel) Shelton

## Screw Threads—Inserts

Hell-Coll Corp. Danbury

## Sealing Tape Machines

Better Packages, Inc. ("Counterboy," "Tape-Shooter," "Big Inch") Shelton

## Seals

Russell Mfg. Co. (for oven doors and fire bulkheads) Middletown

## Sewing Machines

Mite Corp., The (Sewing Machine attachments) New Haven  
Morrow Machine Co., The Hartford  
Singer Manufacturing Co. The (industrial) Bridgeport

## Sharpeners

Gorn Electric Co., Inc. (electric knife and scissors) Stamford

## Shears

Acme Shear Co., The (household) Bridgeport

## Sheet Metal Fabrication

Amseco Corporation Pine Meadow

## Sheet Metal Products

Anaconda American Brass Company, The (brass and copper) Waterbury  
Merriam Mfg. Co. (security boxes, fitted tool boxes, tackle boxes, displays) Durham  
Parsons Co., Inc., W. A. (fabricators) Durham  
Precision Sheet Metal Fabrication Div. Durham  
Bar-Plate Mfg. Co., Inc. Orange  
United Manufacturing Co. Div. UMC Electronics Corporation  
White Company, Norman C. (most metals) Hamden  
Newington

## Sheet Metal Stampings

American Buckle Co., The West Haven  
Anaconda American Brass Company, The Waterbury  
Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark Thomaston  
North & Judd Mfg. Co. New Britain  
Scovill Manufacturing Co. (aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys) Waterbury

## Sheet Steel

Dolan Steel Co., Bridgeport  
Hamden Steel & Aluminum Corp. Hamden

## Shell Cores

Victors Brass Foundry, Inc. Guilford

## Shell Molding

Victors Brass Foundry, Inc. Guilford

## Shells

Cly-Dei Manufacturing Co. Waterbury  
Lakewood Metal Products, Inc. (all metals) Waterbury  
Salem Mfg. Co. Prospect  
Scovill Manufacturing Co. (aluminum, brass, bronze, copper, nickel silver—drawn, stamped—electric socket, screw) Waterbury  
Wolcott Tool and Manufacturing Co., Inc. Waterbury

## Showcase Lighting Equipment

Wiremold Company, The Hartford

## Signals

H. C. Cook Co., The (for card files) Ansonia

## Signs

Ad-Craft Displays, Inc. (all types, quantity only) Bloomfield  
Leonard Sign Co. (neon & factory identification) Hartford

## Silk Screening—Industrial

Waltman Screen Process Co. (panels, scales, dials, chassis) Springdale

## Silk Screen Plates—Supplies

Seri-Print, Inc. Waterbury

## Silk Screen Process Printing

Ad-Craft Displays, Inc. Bloomfield  
Norton Co., H. H. New Haven  
Seri-Print, Inc. (for aerosol and cosmetic containers) Waterbury  
Siervo Screen prints New Haven  
Stifel & Kufka, Inc. New Britain  
Ad-Craft Displays, Inc. Bloomfield  
Merriam Mfg. Co. (Displays and Specialties to order) Durham

## Silver Brazing

Ben-Nek Holder, Inc. Branford

## Silver—Silver Alloys

Handy and Harman (sheet, strip, wire, powders) Fairfield

## Silverware

International Silver Co., The Meriden  
Wallace Silversmiths, Inc. Wallingford

## Simulators

Reflectone Electronics, Inc. Stamford

## Sintered Metal Products

American Sintering Div. of Engineered Plastics, Inc. (Powder Metal Parts) Watertown

Raybestos Div. of Raybestos-Manhattan, Inc. Bridgeport

## Sizing and Finishing Compounds

American Cyanamid Co. Waterbury

## Slide Fasteners

G. E. Prentice Mfg. Co., The Kensington  
Scovill Mfg. Co. (GRIPPER zippers) Waterbury

## Slotters

Gros-It Industries, Inc. (Roy) Farmington

## Small Assemblies

Simplex Tool & Die, Inc. Milford

## Smoke Stacks

Norwalk Tank Co. Div. Mersick Industries, Inc. South Norwalk

## Snap Fasteners

Patent Button Co., The Waterbury  
Scovill Mfg. Co. (GRIPPER snap fasteners) Waterbury

## Soap

Fuller Brush Co., The (personal, household and industrial) East Hartford  
Packers Tar Soap, Inc. Mystic

# CONNECTICUT PRODUCTS AND SERVICES

**Socket Screw Products**  
Holo-Krome Screw Corp. West Hartford

**Soldering Irons**  
Electric Soldering Iron Co., Inc. Deep River

**Solvents Recovered**  
Solvents Recovery Service of  
New England, Inc. Southington

**Sound Equipment**  
Venco Electronics Corp. New Haven

**Spanner Nuts**  
McMellon Bros., Inc. Bridgeport

**Special Machinery**  
Amco Manufacturing, Inc. Town of  
East Windsor, Warehouse Point  
Banthin Engineering Co. (complete and/or  
parts) Bridgeport  
Farrel-Birmingham Co., Inc. Ansonia  
Federal Machine & Tool Co. Bristol  
Fenn Mfg. Co., The Newington  
Gros-It Industries, Inc. Farmington  
Hartford Special Machinery Co., The Hartford

Herrick & Cowell Co., The North Haven  
H. P. Townsend Mfg. Co., The Elmwood  
Lacey Mfg. Co., The Bridgeport  
Tucker Machine Co. New Haven

**Special Machining**  
superior Steel Products Corp. Cheshire

**Special Parts**  
American Standard Products, Inc. Hartford  
Custom Products Corp. Bridgeport  
Fenn Mfg. Co., The Newington  
Hartford Machine Screw Company Div.  
of Standard Screw Co. Hartford  
Mite Corp., The (small machines, especially  
precision stampings) New Haven  
Torrington Co., The Torrington

**Specialties—Wire**  
J. C. Products, Inc. Higganum

**Spline Milling Machines**  
Townsend Mfg. Co., The HP Elmwood

**Spools—Paper & Fibre**  
Sonoco Products Co. Mystic

**Sponge Rubber**  
Griswold Rubber Company, Inc.  
(chemically blown) Moosup

**Sporting Goods**  
Seamless Rubber Co. New Haven

**Spotwelding**  
Spotwelders, Inc. (aluminum, steel, mag-  
nesium, titanium & alloys) Stratford

**Spouts**  
Waterbury Companies, Inc. (for Lighter  
Fluids and Light Oils) Waterbury

**Spray-Bake Machines**  
Capitol Machine Company The (Conveyor)  
Danbury

**Spray Painting**  
Stamford Polishing & Plating Corp. Stamford

**Spray Painting Equipment & Supplies**  
Lea Manufacturing Co., The Waterbury

**Spring Coiling Machines**  
Torrington Mfg. Co., The Torrington

**Spring Machinery**  
Tool, Inc. (Torsion Straighteners) New Haven

**Spring Presses**  
Townsend Mfg. Co., The H. P. Elmwood

**Spring Units**  
Owen Silent Spring Div. American Chain  
& Cable Company, Inc. Bridgeport

**Spring Washers**  
Shuster Wire Machine Div., Mettler Machine  
Barnes Co., The Wallace Div. Associated  
Spring Corp. Bristol  
Banner Spring Corporation Hartford

**Springs**  
Arrow, Mfg. Co., The Forestville  
CE-JA Springs, Inc. (coil & torsion) Newington

**Springs—Coil and Flat**  
Banner Spring Corporation Hartford  
Barnes Co., The Wallace Div. Associated  
Spring Corp. Bristol  
Barrett Co., William L. Bristol  
Bristol Spring Mfg. Co. Plainville  
Foursome Manufacturing Company Bristol  
Newcomb Spring Corp., The Southington  
Peck Spring Co., The Plainville  
Stanley Hamson, Inc. Forestville  
Tollman Spring Co. Plainville

**Springs—Flat**  
Atlantic Precision Spring Co. Forestville  
Banner Spring Corporation Hartford  
Barnes Co., The Wallace Div. Associated  
Spring Corp. Bristol  
Bristol Spring Mfg. Co. Plainville  
Foursome Manufacturing Company Bristol  
W.N.F. Company, Inc. Hartford

**Springs—Wire**  
Arrow, Mfg. Co., The Forestville  
Banner Spring Corporation Hartford  
Barnes Co., The Wallace Div. Associated  
Spring Corp. Bristol  
Bernston Co., J. W. Plainville  
Bristol Spring Mfg. Co. Plainville  
Colonial Spring Corp., The Hartford  
Comerford Mfg. Co., Inc. (compression, ex-  
tension, torsion) Bristol  
Everett Co., Inc. (coil and torsion) New Britain

**Foursome Manufacturing Company** Bristol  
Newcomb Spring Corp., The Southington  
D. R. Templeman Co. (coil and torsion) Plainville  
Terry Spring Company Terryville

**Stamped Metal Products**  
Anaconda American Brass Company, The Waterbury

**Stampings**  
Comerford Mfg. Co., Inc. Bristol  
Di-El Tool & Die Company (short run) Meriden

**Dorset-Rex, Inc., Subsidiary of Landers,**  
Frery & Clark Thomaston  
Laminated Shim Co., Inc. Glenbrook  
Lacey Mfg. Co., The (precision sheet  
metal) Bridgeport  
Line Novelty Manufacturing Co. (small) Waterbury

Newhart Products, Inc. (short run—metals  
& plastics) Milford  
Prentice Mfg. Co., The G. E. Kensington  
Scovill Mfg. Co. (aluminum, brass, bronze,  
copper, nickel silver, steel and other  
metals and alloys—automotive, electrical,  
radio, etc.—deep drawn, annealed) Waterbury  
WAFE Div. of MPB, Inc. Stratford

**Stampings—Small**  
Barnes Co., The Wallace Div. Associated  
Spring Corp. Bristol  
Barrett Co., William L. Bristol  
Bristol Spring Mfg. Co. Plainville  
Foursome Manufacturing Company Bristol  
Laminated Shim Company, Inc. Glenbrook  
Mite Corp., The New Haven  
Scovill Manufacturing Company Waterbury  
Waterbury Companies, Inc. Waterbury  
Wire Form, Inc. Milldale  
Waterbury Pressed Metal Co. Waterbury

**Stamps**  
Hoggson & Pettis Mfg. Co., The (steel) New Haven  
Parker-Hartford Corp. (steel) Hartford  
Schwab & Company (steel) Bridgeport

**Stamped Assemblies**  
Cowles & Co., C. New Haven  
Scovill Manufacturing Company Waterbury

**Stationary Specialties**  
Anaconda American Brass Company, The Waterbury

**Steam Turbines**  
Terry Steam Turbine Co., The Hartford  
Whitton Machine Co. New London

**Steel Castings**  
Malleable Iron Fittings Co. Branford  
Nutmeg Crucible Steel Co. Branford

**Steel—Cold Rolled Spring**  
Eastern Steel and Metal Company West Haven

Barnes Co., The Wallace Div. Associated  
Spring Corp. Bristol  
Detroit Steel Corporation Hamden

**Steel—Cold Rolled Stainless**  
Seymour Mfg. Co., The Seymour  
Ulrich Stainless Steels Wallingford  
Wallingford Steel Company Wallingford

**Steel—Cold Rolled Strip**  
Feroletto Steel Co., Inc. Bridgeport  
Detroit Steel Corporation Hamden

**Steel—Cold Rolled Strip and Sheets**  
Eastern Steel and Metal Company West Haven  
Hamden Steel & Aluminum Corp. Hamden  
Wallingford Steel Company Wallingford

**Steel Flanges**  
Ideal Forging Corp. (stainless) Southington

**Steel Goods**  
Merriam Mfg. Co. (sheets products to  
order) Durham

**Steel—Ground Flat Stock**  
Thompson & Son Co., The Henry G. New Haven

**Steel Rolling Rules**  
Waterbury Lock & Specialty Co., The Milford

**Steel Rule Diemakers**  
Amseco Corporation Pine Meadow

**Steel—Stainless Alloy and Carbon**  
FRANK & Co., Inc. Peter A. Hartford  
Hamden Steel & Aluminum Corp. Hamden

**Steel—Stainless Strip & Wire**  
Gibbs Wire & Steel Co., Inc. Southington  
**Steel Stamps**  
Cooney Engraving Co. Branford

**Steel Strapping**  
Douglas Industrial Supply Corporation New Haven

**Stereotypes**  
New Haven Electrotype Div. Electro-  
graphic Corp. New Haven

**Stop Clocks, Electric**  
H. C. Thompson Clock Co., The Bristol

**Storage Batteries**  
R. A. E. Storage Battery Mfg. Co. Glastonbury

**Store Fixtures**  
Dettenborn Woodworking Co., L. F. Hartford,

**Straps, Leather**  
Auburn Mfg. Co., The (textile, industrial,  
skate, carriage) Middletown

**Strip Steel**  
Detroit Steel Corp. New Haven  
Dolan Steel Company, Inc. Bridgeport  
Eastern Steel and Metal Company West Haven

**Structural Mouldings**  
Leed Co., The H. A. Hamden

**Studio Couches**  
Waterbury Mattress Co. Waterbury

**Super Refractories**  
Mullite Works Refractories Div. H. K.  
Porter Co., Inc. Shelton

**Surface Metal Raceway & Fittings**  
Wiremold Company, The Hartford

**Surgical Dressings**  
Acme Cotton Products Co., Inc. East Killingly

**Surgical Germicides**  
Bard-Parker Company, Inc. Danbury

**Surgical Instruments**  
Bard-Parker Company, Inc. Danbury

**Swaging Machinery**  
Fenn Mfg. Co., The Newington  
Torrington Co., The Torrington

**Sweaters and Knitted Outerwear**  
Roosevelt Mills, Inc. Rockville

**Sweeping Compounds**  
Nielson & Sons, Inc., John R. South Windsor

**Switches**  
Allied Control Co., Inc. (subminiature,  
toggle & pushbutton) Plantsville  
Capitol Machine Company The (Circuit Se-  
lector—Push Button & Lever) Danbury

**Switchboards Wire and Cables**  
Rockbestos Wire & Cable Co. Div. of Cerro  
Corp. (asbestos insulated) New Haven

**Tableware—Stainless Steel**  
Wallace Silversmiths, Inc. Wallingford

**Tableware—Sterling Silver**  
Wallace Silversmiths, Inc. Wallingford

**Tabulating Equipment—Manual**  
Denominator Company, Inc. Woodbury  
Veeder-Root, Incorporated Hartford

**Tanks**  
Alsop Engineering Co. Milldale  
Bigelow Co., The (steel) New Haven  
Connecticut Welders, Inc. (steel, alloy &  
lined) Wallingford  
Enthone, Inc. New Haven  
Norwalk Tank Co. Div. Mersick Industries,  
Inc. South Norwalk  
Rolock, Inc. (Alloy) Fairfield  
Storts Welding Co. (steel and alloy) Meriden

**Tape**  
Russell Mfg. Co. (Glass Electrical Insulat-  
ing Tapes, Glass Fabrics for Plastic  
Moulding) Middletown

**Tape Machines**  
Better Packages, Inc. (Manual and electric  
models for case taping) Shelton

**Taps**  
Hanson-Whitney Co., The Hartford  
Pratt & Whitney Co., Inc. West Hartford

**Taps—Collapsing**  
Geometric Tool Co., Div. United-Greenfield  
Corp. New Haven

**Tap, Drill & Stud Removal**  
Walton Co., The West Hartford



# CONNECTICUT PRODUCTS AND SERVICES

**Tap Extractors**  
Walton Co., The (and extensions) West Hartford

**Tarred Lines**  
Brownell & Co., Inc. Moodus

**Technical Writing**  
Watson-Manning Advertising Stratford

**Telemetering Instruments**  
Bristol Co., The Waterbury

**Television—Radio**  
Junior Screw Machine Products, Inc. West Haven

**Terminals**  
Waterbury Companies, Inc. Waterbury

**Testers—Insulation Wire & Cable**  
Davis Electric Company Wallingford

**Testers—Nondestructive, Ultrasonic**  
Branson Instrument, Inc. Stamford

**Sperry Products Co., Div. of Howe Sound Co. (Ultrasonic, X-ray and magnetic particle)** Danbury

**Testing**  
American Metasol, Inc. (pressure) Hamden

**Kahn and Company, Inc. (hydraulic, pneumatic, electronic)** Wethersfield

**Testing Services**  
Sperry Products Co., Div. of Howe Sound Co. (Ultrasonic, X-ray and magnetic particle) Danbury

**Metals Testing Co., Inc. (Certified Non-destructive—Magnaflux, Zygo)** East Hartford

**York Research Corporation (bacteriological, chemical, electronic and mechanical, environmental, radio interference, structure and airborne noise, market research)** Stamford

**Test Stands and Equipment**  
Kahn and Company, Inc. Wethersfield

**Textile Printing Gums**  
Polymer Industries, Inc. Springdale

**Textile Processors**  
Amerbelle Corporation Rockville

**Thermocouple Thermometry**  
Harco Laboratories, Inc. New Haven

**Thermal Shields**  
Rogers Corporation Rogers

**Thermometers**  
Bristol Co., The (recording and automatic control) Waterbury

**Thermoelectric Generators**  
Harco Laboratories, Inc. New Haven

**Thin Gauge Metals**  
Plume & Atwood Mfg. Co., The Thomaston

**Thinsheet Metals Co., The (plain or tinned in rolls)** Waterbury

**Thread**  
American Thread Co., The Willimantic

**Belding Hemingway Corticelli** Putnam

**Threading**  
Products Design & Mfg. Corp. Newington

**Thread Gages**  
Hanson-Whitney Co., The Hartford

**Johnson Gage Company** Bloomfield

**Pratt & Whitney Co., Inc.** West Hartford

**Thread Grinding**  
Universal Thread Grinding Co. Fairfield

**Thread Milling**  
McMellon Bros. Inc. Bridgeport

**Thread Milling Machines**  
Pratt & Whitney Co., Inc. West Hartford

**Thread Repair Kits**  
Hell-Coil Corp. Danbury

**Thread Rolling**  
Egan Machine Corp., The Terryville

**Thread Rolling Machinery**  
Hartford Special Machinery Co. (flat die) Hartford

**Shuster Wire Machine Div. Mettler Machine Tool, Inc.** New Haven

**Threaded Parts**  
Universal Thread Grinding Co. (precision ground thread) Fairfield

**Threading Machines**  
Grant Mfg. & Machine Co., The (double end automatic) Bridgeport

**Time Clocks**  
Stromberg Division—General Time Corp. Thomaston

**Timers, Interval**  
A. W. Haydon Co., The Waterbury

**H. C. Thompson Clock Co., The** Bristol

**Cramer Controls Corp., The** Centerbrook

**Rhodes, Inc., M. H.** Hartford

**Timing Devices**  
B & N Tool & Engineering Co. (development and model work) Thomaston

**Cramer Controls Corp., The** Centerbrook

**E. W. Haydon Co., The** Waterbury

**Lux Clock Mfg. Co.** Waterbury

**Rhodes, Inc., M. H.** Hartford

**United States Time Corp., The** Waterbury

**Vocaline Company of America, Inc.** Old Saybrook

**Timing Devices & Time Switches**  
A. W. Haydon Co., The Waterbury

**Lux Clock Mfg. Co.** Waterbury

**M. H. Rhodes, Inc.** Hartford

**Time Switches**  
Vocaline Company of America, Inc. Old Saybrook

**Tinning**  
Thinsheet Metals Co., The (non-ferrous metals in rolls) Waterbury

**Wilcox-Crittenden Div. North & Judd Mfg. Co.** Middletown

**Tissue**  
Sanitary Paper Mills, Inc. (Dovalettes facial, bathroom and handkerchiefs) East Hartford

**Tires**  
Armstrong Rubber Co., The West Haven

**Toiletries**  
Chesebrough-Pond's, Inc. Clinton

**Tooling**  
D.S.O. Mfg. Co. (for plastic extruders) Kensington

**Tool Chests**  
Vandermau Mfg. Co., The Willimantic

**Tool Hardening**  
Commercial Metal Treating Co. Bridgeport

**Rockwell & The Stanley P.** Hartford

**Tools**  
B & N Tool & Engineering Co. (dies, jigs, fixtures, sub-press and progressive) Thomaston

**Hoggson & Pettis Mfg. Co., The (rubber workers)** 141 Brewery St. New Haven

**Scovill Co., Harmon S. (small)** Guilford

**Tool Designers**  
Crescent Tool & Design (tools & special machinery) Glastonbury

**Research & Development Designers, Inc.** Middletown

**Tools & Dies**  
Metropolitan Tool & Die Hartford

**Lacey Mfg. Co., The** Bridgeport

**Moore Special Tool Co.** Bridgeport

**WAFE Div. of MPB, Inc.** Stratford

**Tools, Dies & Fixtures**  
Mite Corp., The New Haven

**Tatem Manufacturing Co. (hi-density laminated wood for making)** Eastford

**Tools, Dies, Jigs & Fixtures**  
Arcade Tool & Die Co. Bridgeport

**Di-El Tool & Die Company** Meriden

**Fairfield Tool Co., Inc., The** Bridgeport

**Lyons Tool & Die (modelwork, jig boring)** Meriden

**Otterbein Co., J. A.** Middletown

**Richard Manufacturing Co.** Milford

**RSV Engineering Co. (gages)** Wethersfield

**Telke Tool & Die Mfg. Co.** Kensington

**Tools, Fixtures, Gauges**  
American Tool & Mfg. Corp. Plainville

**Elmwood Tool & Machine Company, Inc.** Elmwood

**Fredericks Tool Co., J. F.** West Hartford

**Totalizers**  
Reflectone Electronics, Inc. Stamford

**Toys**  
Geo. S. Scott Mfg. Co., The Wallingford

**Gilbert Co., The A. C.** New Haven

**U. S. Plastic Molding Corp.** Wallingford

**Waterbury Companies, Inc.** Waterbury

**Transformers—Regulating**  
Sorensen A Unit of Raytheon South Norwalk

**Trucks—Commercial**  
Metropolitan Body Company (International Harvester Truck chassis and "Metro" bodies) Bridgeport

**Tube Clips**  
Weimann Bros. Mfg. Co., The (for collapsible tubes) Derby

**Tube Fittings**  
Scovill Manufacturing Co. (UNIFLARE flared tube and LOXIT compression tube) Waterbury

**Tube Bends**  
Beaton & Corbin Mfg. Co., The (special) Southington

**Tube—Straighteners**  
Shuster Wire Machine Div., Mettler Machine Tool, Inc. New Haven

**Tubers**  
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp. Mystic

**Tubes—Collapsible Metal**  
Sheffield Tube Corp., The New London

**Tubing**  
Anaconda American Brass Company, The (brass & copper) Waterbury

**G & O Manufacturing Co. (finned)** New Haven

**Scovill Mfg. Co. (Brass and Copper)** Waterbury

**Wallingford Steel Co., The (stainless and super metals)** Wallingford

**Tubing—Carbon and Stainless Steel**  
Frasse & Co., Inc., Peter A. Hartford

**Tubing—Flexible Metallic**  
Anaconda American Brass Co., The, Metal Hose Branch Waterbury

**Tubing—Heat Exchanger**  
Anaconda American Brass Company, The Waterbury

**Scovill Mfg. Co.** Waterbury

**Tumbling Barrels and Accessories**  
Nielsen & Sons, Inc., John R. South Windsor

**Tumbling Equipment and Supplies**  
Esbec Barrel Finishing Corp. Byram

**Tumbling Service**  
Esbec Barrel Finishing Corp. Meriden

**Turntables**  
Macton Machinery Co., Inc. (Industrial & display) Stamford

**Typewriters**  
Royal McBee Corp. Hartford

**Underwood Corporation** Hartford

**Typewriter Ribbons and Supplies**  
Royal McBee Corp. Hartford

**and Bridgeport**

**Uniforms**  
Magson Uniform Co. Kensington

**Ultrasonic Equipment**  
Branson Ultrasonic Corp. Stamford

**General Instrument Corporation** Woodbury

**Harris Transducer Div.**

**Underwater Equipment**  
Seamless Rubber Co. New Haven

**Universal Joints**  
Gray and Prior Machine Co. (for machinery) Hartford

**Vacuum Bottles and Containers**  
American Thermos Products Co. Norwich

**Vacuum Cleaners**  
Electrolux Corp. Old Greenwich

**Spencer Turbine Co., The** Hartford

**Vacuum Forming**  
Newhart Products, Inc. (all thermo forming plastics) Milford

**Vacuum Metallizing**  
Aluminized Finish & Mfg. Co. Cromwell

**Valves**  
Jenkins Bros. Bridgeport

**Rockwell Co., W. S. (Butterfly)** Fairfield

**Valves—Aircraft**  
Bridgeport Thermostat Div. Robertshaw-Fulton Controls Co. Milford

**Skinner Precision Industries, Inc.,** Skinner Electric Valve Div. New Britain

**Valves—Relief & Control**  
Beaton & Caldwell Mfg. Co. New Britain

**Valves—Safety & Relief**  
Manning Maxwell & Moore, Inc. Stratford

**Valves—Solenoid**  
Allied Control Co., Inc. Plantsville

**Peter Paul Electronics** New Britain

**Skinner Precision Industries, Inc.,** Skinner Electric Valve Div. New Britain

**Vanity Boxes**  
Dorset-Rex, Inc., Subsidiary of Landers, Frary & Clark, Thomaston

**Scovill Mfg. Co.** Waterbury



# CONNECTICUT PRODUCTS AND SERVICES

**Velvets**  
American Velvet Co. (owned and operated by A. Wimpfheimer & Bros., Inc., Inc.) Stonington  
Leiss Velvet Mfg. Co., Inc., The Willimantic

**Vending Machines**  
Choice-Vend Div. of Seeburg Corporation Hartford

**Venetian Blinds**  
Findell Mfg. Co. Manchester  
Jennings Co., The S. Barry New Haven

**Ventilating Systems**  
Colonial Blower Co. Plainville

**Vibration Detection Equipment**  
Advanced Electronics, Inc. Rocky Hill

**Vibrators—Pneumatic**  
Brantford Co., The (Industrial) New Britain  
Vinyl Extrusion & Moulding Compounds Electronic Rubber Co. Stamford

**Vinyl Resins**  
Synco Resins, Inc. Bethel

**Vise Fixtures**  
Dery & Sons Tool & Die Co., A. L. Pine Meadow

**Vise Jaws**  
Dery & Sons Tool & Die Co., A. L. (gang with loading trays) Pine Meadow

**Vises**  
Fenn Manufacturing Co., The (Quick-Action Vises) Newington  
Skinner Precision Industries, Inc., Skinner-Horton Chuck Div. New Britain  
Vanderman Mfg. Co., The (Combination Bench Pipe) Willimantic

**Wall Paper**  
Stamford Wall Paper Co., Inc. Stamford

**Washers**  
American Felt Co. (felt) Glenville  
Auburn Mfg. Co., The (all materials) Middletown  
Fabricon Corp. Unionville

**Washers—Felt**  
Chas. W. House & Sons, Inc. (Mills & Cutting Plant) Unionville

**Watches**  
E. Ingraham Co., The Bristol  
United States Time Corp., The Waterbury

**Washers—Precision**  
Laminated Shim Company, Inc. Glenbrook

**Water Deionizers**  
Penfield Mfg. Co. Meriden

**Water Heaters**  
Whitlock Mfg. Co., The (instantaneous & storage) Hartford

**Waxes**  
Fuller Brush Co., The (liquid and paste for floor and furniture) East Hartford  
Harrison Company, The A. S. (and other protective coatings) South Norwalk

**Webbing**  
Russell Mfg. Co. (Webbing for Safety Seat Belts—all types of webbing) Middletown

**Weighing Systems—Hydraulic**  
Emery Co., The A. H. New Canaan  
Hartford

**Welded Wire Fabrics**  
Gilbert & Bennett Mfg. Co., The Georgetown

**Welding**  
Aircraft Welding & Mfg. Co., Inc. (aluminum, stainless steel, magnesium) Hartford  
Aluminum Wire Products Co., Inc. (Aluminum Welding & Brazing Wire) Glastonbury

**Welding**  
Ansonia Steel Fabrication Co., Inc. (steel stainless steel and aluminum fabrication) Ansonia

**Welding**  
Connecticut Welders, Inc. (fabrication & repairs) Wallingford  
Industrial Welding Co. (Equipment Manufacturers—Steel Fabricators) Hartford  
Storts Welding Company (tanks, coils & fabrication) Meriden

**Tag Alloy Welding & Mfg. Co., Inc.** (nuclear, missile and aircraft type) Glastonbury  
White Company, Norman C. Newington

**Welding—Lead**  
Connecticut Welders, Inc. (tanks & coils) Wallingford  
Lead Products, Inc. (tanks & fabrication) Manchester  
Storts Welding Company (tanks, coils & anodes) Meriden

**Welding—Lead Bricks**  
Lead Products, Inc. Manchester

**Welding Rods**  
Anaconda American Brass Co., The Waterbury  
Bristol Brass Co., The (brass & bronze) Bristol

**Welding Solder**  
Lead Products, Inc. (wire, bar and cakes and babbitts) Manchester

**Wells**  
Church Co., The Stephen B. Seymour  
**Wheel Dressers—Diamonds**  
Russell, Inc., R. R. Newington

**Wicks**  
Auburn Mfg. Co., The (felt, asbestos) Middletown  
Holyoke Heater Corp. of Conn., Inc. Hartford

**Window & Door Guards**  
Smith Co., The John P. New Haven

**Wire**  
Anaconda American Brass Company, The Waterbury  
Atlantic Wire Co., The (steel) Branford  
Bartlett Hair Spring Wire Co., The North Haven  
Bristol Brass Corp., The (brass & bronze) Bristol  
Driscoll Wire Co., The (steel) Shelton  
Gibbs Wire & Steel Co., Inc. Southington  
Gilbert & Bennett Mfg. Co., The (steel and galvanized) Georgetown  
Hudson Wire Co., Winsted Div. (insulated & enameled magnet) Winsted  
Montgomery Company, The (fine copper, OFEC, cadmium, aluminum, tin or silver coated) Windsor  
Platt Bros. & Co., The (zinc and zinc alloy wires) Waterbury  
Scovill Mfg. Co. (Brass, Bronze and Nickel Silver) Waterbury  
Viking Wire Co., Inc. (enameled magnet) Danbury

**Wire and Cable**  
Continental Wire Corp. (for industrial and military applications) Wallingford  
General Electric Company (for residential, commercial and industrial applications) Bridgeport  
International Silver Co., The (coaxial and specialized types) Meriden  
Rockbestos Wire & Cable Co. Div. of Cerro Corp. (all asbestos, mining, shipboard and appliance applications) New Haven (Advt.)

**Wire Baskets**  
Rolock, Inc. Fairfield  
Wiretex Mfg. Inc. (Industrial, for acid, heat, treating and degreasing) Bridgeport

**Wire & Cable—High Temperature**  
Lewis Engineering Co., The Naugatuck

**Wire Cloth**  
Cole-Roscoe Manufacturing Co. The South Norwalk  
C. O. Jeliff Mfg. Co., The (all metals, all meshes) Southport  
Gilbert & Bennett Mfg. Co., The (all metals, woven or welded) Georgetown  
McCluskey Wire Co., Inc. (Fourdrinier) New Haven  
Pequot Wire Cloth Co., Inc. (industrial grades only) Norwalk  
Rolock, Inc. (alloy) Fairfield  
Smith Co., The John P. New Haven

**Wire Dipping Baskets**  
John P. Smith Co., The New Haven

**Wire Displays—Baskets**  
Apeo Products, Inc. Centerbrook

**Wire Forming Machinery**  
Nilson Machine Co., The A. H. Shelton  
Shuster Wire Machine Div., Mettler Machine Tool, Inc. New Haven  
Torrington Mfg. Co., The Torrington

**Wire Formings**  
Master Engineering Co. West Cheshire  
Oakville Co. Div. Scovill Mfg. Co. Oakville  
Turner & Seymour Mfg. Co., The Torrington

**Wire Forms**  
Atlantic Precision Spring Co. Forestville  
Banner Spring Corp. Hartford  
Barnes Co., The Wallace Div. Associated Spring Corp. Bristol  
Bristol Spring Mfg. Co. Plainville  
Colonial Spring Corporation, The Hartford  
Foursome Manufacturing Company Bristol  
Gemco Mfg. Co., Inc. Southington  
North & Judd Mfg. Co. New Britain  
Stanley Humason, Inc. Forestville  
Peck Spring Co. Plainville  
Templeman Co., D. R. Plainville  
Terryville Mfg. Co. Terryville  
Wire Form, Inc. Milldale

**Wire Goods**  
American Buckle Co., The (overall trimmings) West Haven  
Brooks & Sons, Inc., M. S. (small wire parts) Chester  
Scovill Mfg. Co. (to order) Waterbury

**Wire Partitions**  
John P. Smith Co., The New Haven  
Torrington

**Wire Products**  
Artistic Wire Products, Inc. Taftsville  
J. C. Products, Inc. Higganum

**Wire Reels**  
Nilson Machine Co., The A. H. Shelton  
Shuster Wire Machine Div. Mettler Machine Tool, Inc. New Haven

**Wire Rings**  
American Buckle Co., The (pan handles and tinners' trimmings) West Haven  
Templeman Co., D. R. Plainville

**Wire—Specialties**  
Andrew B. Hendryx Co., The New Haven

**Wire Springs**  
Carlson Spring Co. (Torsion, Compression, Extension) Berlin

**Wire Straightening & Cutting Machinery**  
Shuster Wire Machine Div. Mettler Machine Tool, Inc. New Haven

**Wiring Devices**  
Harvey Hubbell, Inc. Bridgeport

**Wood Products**  
Dettenborn Woodworking Co., L. F. (specialized) Hartford

**Wood Scrapers**  
Fletcher-Terry Co., The Bristol

**Woodwork**  
C. H. Dresser & Sons, Inc. (Mfg. all kinds of woodwork) Hartford  
Hartford Builders Finish Co. Hartford  
Peerless Woodworking Corporation East Glastonbury

**Work Clothing**  
Setlow & Son, Inc., M. Orange

**Woven Felts—Wool**  
Chas. W. House & Sons, Inc. (Mills & Cutting Plant) Unionville

**Woven Labels**  
J & J Cash, Incorporated (and name tapes) South Norwalk

**Writing Materials**  
Eagle Pencil Company Danbury

**X-ray—Industrial**  
Bridgeport Testing Laboratory, Inc. Bridgeport

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Aldon Spinning Mills Corp., The (fine-woolen and specialty) Talcottville  
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Platt Bros. & Co., The (ribbon, strip and wire) P. O. Box 1030 Waterbury

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Mosman Co., Charles H. Clinton  
Newton-New Haven Co., Inc. West Haven

**Zinc Die Castings**  
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**Today's Heritage—Tomorrow's Challenge**

(Continued from page 64)

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## A black and white photograph of a young man and woman in graduation gowns and caps. They are positioned in the foreground, looking upwards. Behind them is a large, stylized graphic with the title "Planning your future in CONNECTICUT INDUSTRY" at the top. The graphic is divided into a grid of squares, each containing a different illustration representing various industries and professions, such as manufacturing, transportation, education, and healthcare.

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